

STATE OF CALIFORNIA
Budget Change Proposal - Cover Sheet
 DF-46 (REV 08/17)

Fiscal Year 2019-20	Business Unit 4300	Department Developmental Services	Priority No. 1
Budget Request Name 4300-003-BCP-2019-GB		Program 4149001 Program Administration	Subprogram

Budget Request Description
 Headquarters Restructure and Reorganization

Budget Request Summary

The Department of Developmental Services (DDS or Department) requests approval for \$8.1 million (\$6.5 million GF) for 54.0 permanent positions to restructure the organization and realign resources for safety net services, program modernization, risk management, federal and State compliance, and fiscal accountability. Of the requested amount, \$0.4 million is for 3-year limited term funding for three positions for oversight of the provider assessment process outlined in the Statewide Transition Plan.

Requires Legislation <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Code Section(s) to be Added/Amended/Repealed	
Does this BCP contain information technology (IT) components? Yes <input checked="" type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	Department CIO	Date

For IT requests, specify the project number, the most recent project approval document (FSR, SPR, S1BA, S2AA, S3SD, S4PRA), and the approval date.

Project No. Project Approval Document: Approval Date:

If proposal affects another department, does other department concur with proposal? Yes No
Attach comments of affected department, signed and dated by the department director or designee.

Prepared By Patti Mericantante	Date	Reviewed By John Doyle	Date
Department Director Nancy Bargmann	Date	Agency Secretary Michael Wilkening	Date

Department of Finance Use Only

Additional Review: Capital Outlay ITCU FSCU OSAE CALSTARS Dépt. of Technology

PPBA Original Signed By: Kris Cook	Date submitted to the Legislature JAN 10 2019
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A. Budget Request Summary

The Department of Developmental Services (DDS or Department) requests approval for \$8.1 million (\$6.5 million GF) for 54.0 new permanent positions to restructure the organization and realign resources for safety net services, program modernization, risk management, federal and State compliance, and fiscal accountability. Of the requested amount, \$0.4 million is for 3-year limited term funding for three positions for the oversight of the provider assessment process outlined in the Statewide Transition Plan.

The Department proposes a strategic and comprehensive restructure to address extensive state and federal mandated changes within California's developmental disabilities services system. The evolution of these changes created an imminent need for reorganization to systemically align resources to achieve efficient and effective system-wide improvements to better serve Californians accessing the developmental disabilities services system and their families. Additionally, with the closure of the Developmental Centers (DCs), the Department is moving toward a fully integrated community-based services model. Although there are fewer state operated facilities to oversee, increased oversight is required to monitor consumers in community settings statewide, and to implement, monitor, and assess safety net services. The fundamental intent of this proposal is to provide expanded leadership and expertise for mission critical functions and to unify resources for the purpose of proactively governing the service delivery system as provided for in the Lanterman Developmental Disabilities Services Act (Lanterman Act).

The cornerstone of the restructure is a realignment of functions that establishes a new Chief Deputy (exempt) position to lead and manage a redesigned and expanded *Program Services Branch*. The existing Chief Deputy (exempt) position will guide and administer the *Operations Branch* with expanded responsibilities. The current and proposed DDS organization charts are in Attachment A.

Table 1: Overview of Chief Deputies' Responsibilities

Program Services	Operations
Community Services Division	Office of Quality Assurance & Risk Management **
Office of Community Operations	Director's Office
Appeals and Complaints	
Office of Community Development	Office of Legal Affairs
Disparities/Service Equity Section	Office of Legislation, Regulations and Public Affairs**
Office of Statewide Clinical Services & Monitoring **	Emergency Preparedness & Coordination
Federal Programs Division ***	Office of Human Rights & Advocacy Services
Self Determination & HCBS	Administration Division
Monitoring & Family Services	Financial Services Branch
Program Operations	Fiscal Forecasting Branch
State Operated Facilities Division ****	HR & Support Services Branch
Porterville Developmental Center	Research, Audits & Evaluation Branch
Fairview Developmental Center	
Canyon Springs Community Facility	Information Technology Division
STAR Homes & CAST	IT Operations Branch
Support Services	Technology Business Management Office
Community State Staff	Information Security Office
Quality Assessment & Risk Management	Enterprise Data Operations Office
RRDP, Transition & Support Services	Office of Protective Services

** New Office

*** New Division

**** Moved and consolidated

B. Background/History

The Department is responsible under the Lanterman Act for ensuring more than 330,000 persons with intellectual and developmental disabilities receive the services and supports they need to lead more independent and productive lives and to make choices and decisions about their lives. The Department provides services and supports to individuals with intellectual and developmental disabilities in two ways – either in community settings for the majority of consumers, or in institutional settings at the state-operated facilities for a small portion of the population. The Department contracts with 21 non-profit organizations called regional centers (RCs) to provide services to consumers in community settings. The Department also currently operates two developmental centers and one community facility to care for residents on a 24/7 basis. Pursuant to Senate Bill 82, Chapter 23, Statutes of 2015, the Department submitted plans to close the Sonoma, Fairview, and Porterville General Treatment Area DCs which requires the transition of residents to community living arrangements. Sonoma DC transitioned the last resident to the community in December 2018, and will close the facility by June 2019. Fairview DC and the general treatment area of Porterville DC will be closed no later than December 2021.

Given the philosophical and statutory shift to integrated community living, dependence on the DCs and other institutional settings has declined. This historic transition of individuals continues to require comprehensive planning, assessment and person-centered services and supports, including community living options, health and dental care, behavioral supports and related specific individual needs. The work of the DC Task Force, among other things, encapsulated the overarching need for extensive system-wide improvements and the provision of safety net services for consumers transitioning out of the DCs.

The embodiment of the DC Task Force continues through the work of the Developmental Services (DS) Task Force. Utilizing focused subject workgroups through a lens of 12 overarching guiding principles, the DS Task Force released the *Examination of Opportunities to Strengthen the Community-Based Services System* (December 2017). The DC Task Force insights also informed the Department's *Plan for Crisis and Other Safety Net Services* (May 2017). These efforts led to the inclusion of additional resources in the Budget Act of 2017, including the expansion of Stabilization, Training, Assistance and Reintegration (STAR) acute crisis beds, mobile acute crisis teams, intensive support services, and the development of transition support services. Much of this work is presently in various stages of implementation.

Yet, as these efforts have progressed, Regional Centers and community service providers have generally had limited ability to develop new programs in recent years to address the emerging and complex needs of individuals with developmental disabilities. The Governor's 2016 special session on health care funding, called amid concerns of system sustainability, provided approximately a half billion in total funds that revitalized these efforts.

Through many concerted efforts, including the Community Placement Planning process, development of safety net services, the expansion of community living arrangements, and use of health and safety wrap-around services, DDS and the RCs are working to achieve greater capacity and specialized services, and to create the means to prevent admission to, or transition individuals out of, restrictive placements. This is especially needed for individuals with complex needs, including co-occurring developmental disabilities and mental illness, at all ages. Due to the complexity of these individuals, the Department's role has increased in monitoring, developing and maintaining collaborative partnerships. For example, State law revisions require expanded efforts, as well as identification of appropriate resources, to mitigate the placement of dually diagnosed individuals in Institutions for Mental Disease. However, it takes time to assess individual needs, and design and develop services, to serve an expanded, and more complex caseload. A

particularly difficult challenge is the provision of adequate and affordable housing for these individuals.

The Department needs to continue to explore policy avenues for individuals who need specialized arrangements, such as substantial behavioral supports, as well as acute crisis—including both short-term and long-term, with applicable step-down and transition assistance. Whether it is addressing an issue directly, reviewing Statewide Specialized Resource Service data and referrals, or through select RC monitoring, DDS is cognizant of these critical needs. For example, frequently requested services for supports or community service providers have included the need to address severe aggression, self-injurious behavior, AWOL behavior, fire setting, severe mental health and substance use disorders.

Care coordination across the continuum of services, including those provided within the developmental disabilities services system as well as generic services, such as Medi-Cal Managed Care, Specialty Mental Health Services, and other pertinent services, requires comprehensive case management and clear policies, procedures, memorandums of understanding, and contract management. Care coordination across the continuum of services is presently being explored with the Department of Health Care Services (DHCS), Association of Regional Center Agencies (ARCA), regional centers, and other stakeholders. Changes across service sectors, particularly at care transition points, needs to be comprehensively reviewed for system improvements.

Caseload increases and considerable changes in the demographics and characteristics of the individuals served by the Department have also driven service needs. As of July 1, 2018, an active caseload of 325,701 individuals is served through the regional center system. Over the past decade, average annual growth—3.7 percent—has outpaced the average annual growth in the State's overall population (0.8 percent). The population is very diverse, comprising at least 23 ethnicities and more than 45 spoken languages. For about 25 percent of our population, English is a second language. This requires accommodations in both services and supports. Data on access to services indicates there are significant disparities among some regional center populations—particularly along the lines of race and ethnicity—which need to be better informed and addressed. In 2016, \$11 million was allocated to reduce disparities in underserved populations. An analysis of outcomes and best practices needs to be highlighted with further action planning required.

The diagnosis of autism has increased substantially and currently affects about 35 percent of our population, almost three-and-a-half times the level in 2000. On average, autism is the most expensive developmental disability to treat, and 80 percent of individuals with autism in the system are under 22 years of age. Further, life expectancy for individuals with other developmental disabilities is increasing with more intensive health and safety requirements for daily living being needed as the population ages. DDS must remain informed and be responsive to the changes and needs of our diverse and growing population.

Fiscal accountability is critical with an entitlement program. Policies and procedures ensure funds are spent prudently, and a balance of system integrity along with stability of services and supports is necessary. A concerted and refocused effort is required to identify potential gaps in the system, streamline service elements where applicable, mitigate General Fund exposure and pressures, improve detection of fraud and abuse, and collectively improve the monitoring and management of community service providers and RCs. A key consideration is how should California best utilize its resources, and what tools, including data analysis, policies, management and leadership, can be directed for a balanced approach.

California's existing Purchase of Services rate system is complex, and became more complex over time as rates were frozen, reduced, and augmented selectively in varied targeted approaches, including the "bridge funding" approved in the Budget Act of 2018. Retaining community service providers is a continuous and growing concern. ABX2 1 (Chapter 3, Statutes of 2016, Second Extraordinary Session) required a comprehensive rate study be submitted to the Legislature by March 1, 2019. Specific items to be addressed include a review of alternate rate methodologies, how rates can incentivize outcomes for individuals, an examination of any proposed rate structures for their effect on the number of community service providers, and a discussion on consolidating service codes.

Among other factors, system sustainability is dependent on federal financial participation. About \$2.1 billion, or almost 30 percent, of DDS' funding is contingent on federal financial participation under the final regulations for Home and Community-Based Services (HCBS), including the 1915(c) Waiver, the 1915(i) State Plan Amendment, and California's Early Start Program (federal IDEA, Part C, 1986). Additionally, the Self-Determination Program is also included as a 1915(c) Waiver that was recently approved by the federal Centers for Medicare and Medicaid Services (CMS). Federal compliance with the HCBS regulations must be met by March 2022.

The Lanterman Act carefully crafted a system of organizations and processes to provide services and advocacy. Whenever DDS seeks to implement changes to address issues within the system, it must work closely with the various individuals, families, advocacy groups, community service providers, RCs, ARCA, varied organizations and associations, and others impacted, often with competing or conflicting viewpoints. DDS must work collaboratively with these varied interests and ensure their appropriate participation in various public issues and forums. In addition, the Department continually works with and involves other governmental entities and the Legislature, as appropriate, on policy and program initiatives. The stakeholder process is intensive, and requires substantial work and continued communication. Most often, a stakeholder process is written into any State statutory change regarding the developmental disabilities services system.

Despite the evolving program complexities, growth in caseload and expenditures, reliance upon federal participation, closure of the DCs and development of new service models, the current DDS organization structure has remained largely unchanged for several years. The current organization structure has one Chief Deputy Director (exempt) to lead and manage all Department programs and operations. Due to capacity concerns, other departments with similar program complexities have restructured to include two Chief Deputy Director positions, including DHCS, Department of Social Services, and Department of Public Health.

Headquarters Resource History
(Dollars in thousands)

Program Budget	2013-14	2014-15	2015-16	2016-17	2017-18
Authorized Expenditures	\$24,451	\$25,481	\$26,618	\$29,152	\$30,837
Actual Expenditures	\$22,534	\$23,353	\$24,258	\$26,801	\$30,636
Revenues	N/A	N/A	N/A	N/A	N/A
Authorized Positions	368.0	375.0	388.5	415.0	422.0
Filled Positions	316.0	330.7	335.4	354.5	367.4
Vacancies	52.0	44.3	53.1	60.5	54.6

C. State Level Considerations

The Department is the state entity responsible for providing services and supports to individuals with developmental disabilities as an entitlement mandated by the Lanterman Act and the Early Intervention Services Act.

This request is consistent with the scheduled closure of the Sonoma DC, Fairview DC, and the general treatment area at Porterville DC, and the Department's ongoing responsibilities to develop and monitor community resources for transitioned DC residents, and to provide options for serving community consumers in crisis to prevent their placement in more restrictive and institutional settings.

This proposal is also consistent with the intent to maximize the continued receipt of federal funds by complying with federal requirements and to maintain existing federal funding of \$2.6 billion for purchase of services.

Pursuant to Welfare and Institutions Code (WIC) section 4406, DDS succeeds to and is vested with the duties, purposes, responsibilities, and jurisdiction exercised by the Department of Health with respect to developmental disabilities on the date immediately prior to the date this section becomes operative. DDS, as the designated State Agency responsible for providing services and supports to persons with developmental disabilities, oversees the health and welfare of individuals served in the HCBS Waiver. DDS maintains accountability for all waiver-related financial transactions of the RCs and their vendors funded for services under federal Medicaid waivers, including the \$2.0 billion HCBS Waiver

Care coordination across the continuum of services, including those provided within the developmental disabilities services system as well as generic services, such as Medi-Cal Managed Care, Specialty Mental Health Services, and other pertinent services, requires comprehensive case management and clear policies, procedures, memorandums of understanding, and contract management with the DHCS and other stakeholders.

This proposal is consistent with the Administration's requirement for decisions based on reliable and timely data and information, and it assists with increased transparency and accountability within the Department's programs and RC system.

D. Justification for the Reorganization and New Positions

The Justification is in two parts, a summary and overview of the proposed reorganization and the Position Justification for the proposed 54.0 new positions and the three limited term funded positions.

Currently, the Department has 1.0 Chief Deputy Director for all programs and operations. The restructure proposes 2.0 Chief Deputy Directors, a new Chief Deputy Director position (exempt) is proposed to lead and manage a redesigned and expanded *Program Services* and the existing Chief Deputy Director (exempt) will guide and administer *Operations*, which will also have expanded responsibilities. The current and proposed DDS organization charts are in Attachment A.

Summary of Restructure Proposal and Purpose

The Department proposes a strategic and comprehensive restructure to address extensive State and federal changes within California's developmental disabilities services system. The evolution of these changes has created a need for reorganization to systemically align resources to achieve system-wide improvements to better serve Californians accessing the developmental disabilities services system and their families.

The purpose of this proposal is to:

- 1) Position the Department to improve responsiveness to, and accountable for, the changing needs of the developmental disabilities services system and its population;
- 2) Advance risk management and quality assurance strategies and enhance monitoring of regional centers and community service providers;
- 3) Address compliance with State and federal requirements as they evolve;
- 4) Enhance fiscal accountability and systematic review of financial resources;
- 5) Maximize federal funding participation
- 6) Implement and operationalize new initiatives and programs efficiently and successfully;
- 7) Improve utilization of generic services when appropriate, including more comprehensive care coordination across departments;
- 8) Leverage data systems to more comprehensively apply and utilize data-driven analytics across programs, community service providers and RCs;
- 9) Enhance engagement with diverse California stakeholders and seek their collaboration in policy initiatives; and
- 10) Repurpose employee expertise and within the organization.

The fundamental intent of this proposal is to provide expanded leadership and expertise for mission critical functions and to unify resources for the purpose of proactively governing the service delivery system as provided for in the Lanterman Act. New mandates are driving additional workload and policies requiring creative solutions, transparency and timely deliverables. The consequences of error are significant, ranging from negatively affecting the delivery of services to, and the health, safety and well-being of, individuals served within the developmental disabilities services system, to losing hundreds of millions of dollars in federal financial participation.

This realignment of functions will unify resources and provide greater emphasis on strengthening the community service system and achieving measurable outcomes. It clarifies organizational responsibilities, thereby improving focus and communication where new mandates are driving additional workload or workload and policies need greater management attention.

Restructure of Program Services

Program Services under the direction of the proposed new Chief Deputy Director, Program Services, will include:

- A restructured Community Services Division
- A consolidated Office of Statewide Clinical Services and Monitoring
- A new division for Federal Programs moved out of the Community Services Division
- A consolidated State Operated Facilities Division

Community Services Division

The restructured Community Services Division (CSD) will include an expanded Office of Community Operations; and Office of Community Development, Service Equity, and Complaints and Appeals with minor changes. The Federal Programs Branch is moved out of this division to be a stand-alone division; the Quality Assurance and Risk Management Section is moved under the Chief Deputy Director, Operations, as a new Office; and the community living and clinical services with related monitoring services are moved to a new Office of Statewide Clinical Services and

Monitoring. In addition, Work Services and Foster Grandparents/Senior Companion Programs are moved from the Office of Community Operations to the Office of Community Development.

The restructured Office of Community Operations is positioned to proactively engage in expanded monitoring, compliance review, enhanced remediation, and comprehensive data analysis of all 21 RCs. The magnitude of California's community-based developmental disabilities services system is far-reaching. The Community Services Program appropriation is \$7.4 billion (\$4.5 billion General Fund), or 93 percent of the DDS budget. The number of active, unduplicated community service providers is 423,976. Caseload is estimated to be 332,738 individuals as of June 2019. The 21 regional centers employ about 7,350 personnel and operate over 70 different offices.

Regional centers are a unique and complex product of California law. They are autonomous non-profit corporations with voluntary Boards of Directors, and they must comply with State and federal law, contract requirements, and State finance requirements. The population served has many specialized needs and individuals are typically vulnerable, needing assistance in most facets of daily life.

Through the restructure, DDS has the ability to comprehensively address regional center oversight from several vantage points and perspectives. The Office of Community Operations will be the central point of contact on regional center information, data, performance and issues with information to flow to and from other DDS offices including Office of Quality Assurance and Risk Management, Federal Programs, Research, and Audits. The restructure will further promote interdepartmental collaboration leading to early identification and remediation of areas of risk.

In addition to the current Northern Office for Community Operations, a Southern Office (Costa Mesa) is established with each office having defined regional center Liaison/Monitoring and Monitoring Teams (Family Home Agency and Work Services). A total of seven Liaison/Monitoring Teams (three Northern, and four Southern) will be deployed, along with one Monitoring Team for each regional office (total of two).

A new Career Executive Assignment (CEA Level B) position is proposed to lead Community Operations because it has substantial policy responsibilities, and requires experienced judgement, executive level expertise, management, supervisory and communication skills. New CEA (Level A) positions will lead each office and their respective teams to assure effective regional center and community oversight. More information on the composition of the teams and responsibilities are in the Position Justification section below as well as detail on the new positions proposed for the Office of Community Operations.

Office of Community Development

The Office of Community Development will consolidate all housing responsibilities by moving the Housing Finance Consultant (CEA Level A) to this office and moving Work Services and Foster Grandparent/Senior Companion Programs from Office of Community Operations to this Office. With these adjustments, growing asset management responsibilities and the increasing complexities of the Community Placement Plan/Community Resource Development Plan program, the Assistant Deputy Director CEA (Level A) will be upgraded to CEA (Level B).

Office of Statewide Clinical Services and Monitoring

This new office centralizes community living and clinical services, program and policy, along with monitoring functions to address statewide issues and needs that arise regarding medical, dental, autism spectrum disorders, and new models of residential living. This leadership role is imperative to address needs, including those identified in Special Incident Reports (SIRs) and related RC and

community service provider monitoring data, as well as to ensure standards of consistent care. The expertise of this new office will be used within the Department, as well as used by other State departments where cross-over with care coordination is required. It is comprised of clinical and policy positions moved from CSD and DCD; Adult Residential Facility for Persons with Special Health Care Needs (ARFPSHN), Enhanced Behavioral Support Home (EBSH), and Community Crisis Home (CCH) clinical monitoring positions from CSD; and new positions proposed in the Position Justification below.

Federal Programs Division

The proposal moves the Office of Federal Programs and Fiscal Support from the Community Services Division to report directly to the Chief Deputy of Program Services as a stand-alone division. It also proposes a presence in the newly formed Southern California office for proximity to community service providers and RCs.

California is heavily reliant on federal reimbursements from Medicaid Waivers and State Plan Amendments. Continuation and future expansion of federal resources is contingent upon an evolving landscape of federal law and regulation, and meeting federal compliance. About \$2.1 billion, or almost 30 percent, of DDS' funding is contingent on federal financial participation under the final regulations for Home and Community-Based Services (HCBS), including the 1915(c) Waiver, the 1915(i) State Plan Amendment, and California's Early Start Program (federal IDEA, Part C, 1986). Additionally, the Self-Determination Program (SDP) is also included as a 1915(c) Waiver. Federal compliance with the HCBS regulations must be met by March 2022.

The magnitude of the policy issues, span of responsibility, and potential General Fund impact of Federal Programs will be better managed as a Division with a Deputy Director under the leadership of the Chief Deputy Director, Program Services. Additional resources are requested below in Position Justification for HCBS transition and compliance activities and Early Start monitoring.

Developmental Center Division Dissolved

The proposed restructure dissolves the Developmental Center Division (DCD) by shifting applicable functions and key personnel to the State Operated Facilities Division, Office of Statewide Clinical Services and Monitoring, Quality Assurance and Risk Management, and the Administration Division, and eliminates duplicative functions and positions.

State Operated Facilities Division Established

This new division will primarily consist of existing positions and staff who are either redirected within DDS for continuing work related to the remaining DC and state-operated community facility, engaged in transition services, or involved with the new state operated facilities and other new models of care. The shift from the DCD Division to State Operated Facilities Division includes centralization of specific functions that cross both Community Services and State Operated Facilities. The centralized functions to be located within the Administration Division include Accounting, Human Resources, Facilities Support and Risk Management.

The existing CEA B, Deputy Director, Developmental Centers Division, position will be redirected for the CEA B, Deputy Director, position for the State Operated Facilities Division. This new Division will be composed of the following facilities, programs, and services.

- Porterville DC, Fairview DC, Canyon Springs Community Facility, and the STAR Homes, and Crisis, Assessment, Stabilization Teams (CAST).
- The STAR Homes and CAST will have a North and South office configuration. Two CEA positions will lead these offices and report to an existing Senior Psychologist (Supervisor).

Position authority and funding for these two new CEA positions will be requested in the November Estimate for State Operated Facilities.

- The Community State Staff Program (CSSP), Regional Resource Development Projects (RRDP), transition services, support services, and quality assurance/risk management will report to CEA A, State Operated Support Services (existing CEA for DCD, Assistant Deputy Director, Program Services, will be redirected for this position).
- The support services include positions for Clinical Records Administrator and Adult Education Program Administrator.
- The Direct Support Professional Training (DSPT) function is moved from CSD to this division and encompassed within the RRDP, Transitions and Support Services Section.

One additional position is requested for this new division in the Position Justification below.

Restructure of Operations

The proposed restructure rebrands the Operations function and expands its scope of responsibilities and workload to include oversight of Quality Assurance and Risk Management from CSD and the Office of Protective Services from the dissolved DCD. This will enhance the independence of these functions and centralizes control functions under the Chief Deputy Director, Operations.

The changes for the divisions, offices and sections under the Chief Deputy Director, Operations, include:

- Administration Division with minor changes;
- Information Technology Division is restructured;
- Office of Quality Assurance and Risk Management moved from CSD;
- Office of Protective Services moved from the dissolved DCD;
- A new Office of Legislation, Regulations and Public Affairs is created with the current Office of Legislation and Office of Communications combined with the new Office of Public Affairs. A regulations coordinator position is added to this new Office;
- Director's Office has an addition of a new Chief Deputy Director, Program Services, position.
- Office of Legal Affairs has no changes;
- Emergency Preparedness and Coordination has no changes;
- Office of Human Rights & Advocacy Services has no changes.

Administration Division

Consistent with the centralization of all administrative functions in the restructure, the Facilities Planning and Support Section is moved from the dissolved DCD to the Customer Support Section in the Administration Division with 5.0 positions redirected. These positions perform statewide facilities planning and oversight activities that continue for the remaining state-operated facilities. These positions will support the facility planning for Porterville Secure Treatment, Canyon Springs Community Facility, continuing operation of Harbor Village, oversight for the development of Shannon's Mountain, the safety net infrastructure, including the STAR homes, and the facility planning and support for the new Clifford Allenby Office Building.

Additionally, new positions are proposed in the Research Section and Audit Section in the Position Justification below as part of the restructure to work with service programs to enhance risk management, data reporting and analysis, and fiscal accountability and compliance measures for RCs and community service providers.

Information Technology Division

The Information Technology Division (ITD) is being restructured consistent with the broader reorganization to improve the quality of ITD products and services, leverage resources to better support current and future needs of DDS programs; and to comprehensively apply and utilize data-driven analytics across programs, community service providers and RCs. The major changes proposed for ITD include:

- The reorganized IT Operations Branch consolidates the sections/functions that support the day-to-day operating systems and applications for infrastructure services, Uniform Financial Services (UFS)/Parental Fee, Cost Recovery, I Series and Production Control to leverage resources and improve ITD efficiencies.
- The Technology Business Management Office includes the current sections of Enterprise Architecture, Service Desk/Acquisitions, and Web Application and Systems Support, and establishes a new section for Portfolio and Project Management, and Waiver Billing. Consistent with current industry practices, this Office moves ITD from a service model to a business model to work as a business partner with programs, creating a current technology roadmap and identifying any gaps.
- The Information Security Office is established to consolidate resources to protect the security of data and for improved response/reporting of security threats. DDS manages a significant amount of protected health and consumer information. Consequently, the Information Security Office is a mission critical office in securing DDS from cybersecurity threats. Additionally, the Information Security Office is now integrating the administration of security into the project lifecycle process. Changes are required in the configuration of our security platform, to better support users of the technology as well as in support of improved dissemination of value-added data reporting on developmental disabilities.
- The Enterprise Data Operations Office will implement proper data management and data governance and processes to ensure data is trustworthy, reliable, and available for analysis across the organization.

Office of Quality Assurance and Risk Management

This new office consolidates quality assurance and risk management functions and reports directly to the Chief Deputy Director, Operations to separate these oversight functions from direct program services. Consolidation of these functions will greatly improve system monitoring and accountability, and will serve to strengthen protections at the community service provider level, RCs, and within State Operated Facilities.

The Office of Quality Assurance and Risk Management will work with the regional centers and the Office of Community Operations to broaden DDS' risk management approach, potentially extend the metrics used for regional center compliance, as well as SIRs and trends. This will provide a more holistic, centralized and outcome-based quality management approach.

This office will consist of existing positions moved out of CSD and the dissolved DCD, led and managed by a proposed new CEA (Level A) and 5.0 new positions proposed in the Position Justification below

Office of Legislation, Regulations and Public Affairs

A new Office of Legislation, Regulations and Public Affairs is created to combine the Office of Legislation, with a new regulations coordination function, and the Office of Public Affairs to replace the Office of Communications.

With the transition to a community-based services model and other program changes, the Department must revise and/or propose new regulations in several program areas. The Department does not currently have a dedicated position to coordinate and manage regulations through the regulation setting process, and is proposing 1.0 Staff Services Manager II position to serve as the Regulations Coordinator. The justification for the requested new position is in the Position Justification section below.

Improved public outreach will support stakeholder engagement and effective communication with the people served by DDS. Community engagement is an underpinning of the Department's process for developing policies and procedures and implementing programs. With substantial changes occurring, and the increased volume of stakeholder, media, and legislative interest, the Department needs effective communication. Leadership and expertise are essential for effective engagement. All aspects of the program require constant and careful communication internally, with various stakeholders, other State and federal programs, the Administration, the Legislature, the media, and occasionally, the judicial system. Other State departments that deal with similar significant and sensitive issues utilize a public affairs approach and implementation for DDS will significantly professionalize our communication strategies to make them more strategic and proactive.

Establishing a new public affairs function will improve overall communication, both internally and externally, stakeholder engagement and outreach activities, including working with the media, public advocacy groups, unions, and other diverse entities. The office will execute communication strategies to support the goals and objectives of the Department, and serve as a central channel to the public, families, and internal and external stakeholders, as needed.

The justification for the requested new positions are in the Position Justification section below.

Position Justification

The restructure includes a realignment of resources and 54.0 proposed permanent positions to fully achieve the purposes of the restructuring (52.0 positions to be funded by this BCP). Funding for two requested SDP positions in Federal Programs Division will be internally redirected with pilot program savings, consistent with the provisional language associated with the program once implemented. In addition, funding (without permanent position authority) is requested to fund three positions on a 3-year limited-term basis in Federal Programs Division for HCBS Waiver activities.

Office of Community Operations – 25.0 Positions Requested

The Office of Community Operations currently has four (4.0) positions that function as RC Liaisons. With this small number of staff, only limited and reactionary oversight is provided to the RC and community services budget, caseload, and service providers. The RCs are responsible for services and supports with an operations and POS budget of \$6.6 billion, a caseload of 349,606 consumers, and 43,976 service providers

Special Incident Reports (SIRs) are a key indicator of intensive case management needs. According to recent 2017-18 data, DDS received a total of 21,981 SIRs, or an average of 1,832 every month. Further, certain types of SIRs may indicate unusually intensive case management needs, such as aggravated assault, larceny, sexual assault, missing person reports, law

enforcement notifications, and issues of related severity. A total of 2,329 of these types of SIRs were received during this period. The RC Liaisons have been limited in resources to review, investigate and take timely actions for this number of SIRs.

In addition, DDS receives a high volume of formal complaints, appeals and hearing decisions. While DDS has an Office of Appeals and Complaints, the RC Liaison Teams should review and track the appeals, complaints, and hearings as the results provide important information on a regional center's performance and issues that may need to be remedied. In 2017-18, the Department received complaints pertaining to the Early Start Program (21 received), whistleblower complaints (28 received), citizens' complaints (24 received); appeals concerning consumers' rights violations (31 received); and Lanterman Fair Hearing decisions (239). The timely resolution of these issues is critical to ensure the health and safety of the people we serve.

The composition of the classifications in each RC Liaison/Monitoring Team include a Staff Services Manager I (Specialist), Community Program Specialist II, and an Associate Governmental Program Analyst to reflect the program and analytical expertise necessary to achieve quality work products, as well as the level of responsibility and magnitude of the fiscal oversight needed. To provide appropriate oversight it is proposed each RC Liaison/Monitoring Team be responsible for three RCs for a total of seven RC Liaison/Monitoring Teams: four located in the new Southern California Office and three located in the Northern California Office in Sacramento.

The RC Liaison/Monitoring Teams coupled with the Monitoring Teams that monitor Family Home Agencies (FHA) and Work Service vendors will delve into the varied components of the regional centers to which they are assigned. The proximity that this relationship provides also opens a broader window into the community service providers operating in the specified catchment regions. Communication becomes more available, knowledge and information becomes more specific, and analytical metrics are culled more effectively. A more accurate and comprehensive perspective of an RC's performance will be measured.

Regional centers are also experiencing major changes within their leadership as executive directors and key staff retire. Regional center boards often have varied knowledge of California's developmental services system and may also not have the breadth of knowledge applicable for the magnitude of responsibility associated with operating a regional center. The RC Liaison Teams will provide this technical knowledge and guidance.

Kern Regional Center (KRC) provides a recent example of the need for oversight to resolve program and fiscal solvency concerns. DDS is working closely with KRC representatives to resolve issues. However, Supplemental Report Language from the Budget Act of 2018 now requires DDS to periodically report to the Legislature on the status of KRC's operations.

The liaison/monitoring team approach provides for a greater understanding of what critical factors are reviewed and monitored, as well as what tools and protocols are the most effective at the local, regional and State levels. Specific key aspects include the following:

- Comprehensive monitoring of the actions and efforts of the regional centers to ensure they meet statutory, regulatory and contractual obligations, and uphold the values of the Lanterman Act;
- The training of board members needs to be expanded to include, among other things, basics on Lanterman Act requirements, ethics, roles and responsibilities, State financing, fiduciary duty, open meetings act requirements, and contract management.

- Ensure utilization of generic resources by regional centers, when appropriate, by providing comprehensive oversight for consistency in application statewide.
- Review, triage, investigate and recommend corrective actions for SIRS;
- Review and approve RC Purchase of Service policies;
- Refresh and expand RC performance metrics, data collection and the dashboard reporting system;
- Expand the provision of RC technical assistance;
- Review and approve health and safety waivers;
- Monitor the use of placements in institutions for mental disease, out-of-state placements, and services to children with behavioral concerns;
- Attend all RC board of director meetings; and
- Be the central point of contact within DDS for RC data and information, including, among other things, performance data, SIRS, complaints, audits, and corrective action plans.

The total number of proposed new positions for the expanded RC Liaison/Monitoring Teams is 19.0 positions:

- 7.0 CPS IIIs
- 6.0 CPS IIs
- 6.0 AGPAs

Other new positions requested for the Office of Community Operations are

- 1.0 CEA (level B) because this position has substantial policy responsibilities, and requires experienced judgement, executive level expertise, management, supervisory and communication skills;
- 2.0 new CEA (Level A) positions to lead the Southern and Northern offices and their respective teams to assure effective RC and community oversight and policies;
- 2.0 CPS IVs to provide the appropriate level of supervision for each Monitoring Team, one in the Southern Office and one in the Northern Office, that monitors FHAs and Work Services.
- 1.0 Office Technician to provide clerical support for the Southern Office.

Workload standards for the requested new positions are in Attachment B.

Office of Statewide Clinical Services and Monitoring – 5.0 Positions Requested

This new office centralizes community living and clinical services, program and policy, along with monitoring functions to address statewide issues and needs that arise regarding medical, dental, autism spectrum disorders, and new models of residential living. This new Office has 32.0 positions: 27.0 positions redirected from CSD and DCD and five (5.0) new positions requested as follows:

- 1.0 CEA (Level A) for an Autism Program Specialist
- 1.0 Senior Psychologist-Specialist
- 1.0 Staff Psychiatrist
- 2.0 Behavioral Specialist II

Specific functions of this Office include the followings:

- Provide a clinical perspective for community-based services and specialists to influence and guide what services should be statewide, including working with RCs and state operated facilities on best practices and provide technical assistance;
- Provide clinical expertise and sets policy direction for community living, including Community Care Facilities (CCF) and Alternative Residential Model (ARM) programs;

- Review Intermediate Care Facility-Developmentally Disabled (ICF/DD) program plans;
- Provide plans of operation and policy and procedure reviews for ARFPSHNs, and monitor the homes;
- Provide nursing consultation for ARFPSHN, ICF/DD-N and ICF/DD-CN facilities, and consults with community providers;
- Provide behavioral services program reviews and consultations for EBSH and CCH and state-operated facilities;
- Monitor EBSH and CCH and state operated facilities to promote and track development of crisis services statewide;
- Develop, maintain and provide expertise and best practices for RCs and state operated facilities on Autism Spectrum Disorder (ASD) programs and services;
- Review, approve and track RC requests for the out-of-state placement of individuals and the development of appropriate services in California to reduce out-of-state placements;
- Develop, revise and provide technical assistance to regional centers on residential regulations; and
- Provide statewide dental program coordination.

The Autism Program Specialist (CEA Level A) will serve as the Department's subject matter expert on the trends and research related to ASD, co-occurring conditions, and the provision of effective, quality services and supports for individuals with ASD of all ages statewide. This position will collaborate and coordinate efforts with Department staff, RCs, stakeholders, universities, University Centers for Excellence in Developmental Disabilities, and other State agencies, to identify areas of emerging need based on changing demographics. This position will consult on innovative methods of service delivery, recommend solutions to improve services and supports for individuals with ASD and co-occurring conditions statewide, including individuals with the most challenging service needs, and actively participate in a variety of Department led risk management activities.

The Senior Supervising Psychologist and Staff Psychiatrist will provide statewide clinical expertise and oversight for the EBSHs and CCHs. Both residential types require consultation with a variety of clinical professionals (psychiatrists, registered behavioral technicians, and Board Certified Behavioral Analysts). Consequently, the Department needs the clinical expertise level of a psychologist and psychiatrist position to manage and oversee the clinical staff and operations. Additionally, these positions will provide a clinical perspective for community-based services and specialists to influence and guide what services should be statewide, including working with RCs and state operated facilities on best practices and providing technical assistance.

The Behavior Specialist II positions will perform the statutorily required semi-annual monitoring of each EBSH and CCH, provide a review of program plans for EBSHs and CCHs, and assist in the certification and licensing process, and provide other behavioral expertise and support to the Department, provider staff, and RCs.

Workload standards for the requested new positions are in Attachment B.

Federal Programs Division – 6.0 Positions Requested

Six (6.0) new permanent positions and funding only for 3.0 positions on a 3-year limited-term basis are requested to provide the resources needed for all activities required by the HCBS Statewide Transition Plan, additional monitoring of community service providers to ensure compliance with the new HCBS rules, implementation of the approved SDP, and additional monitoring of Early Start providers. Funding for the two SDP positions will be internally redirected

with pilot program savings, consistent with the provisional language associated with the program once implemented.

As stated previously, DDS is heavily reliant on federal financial participation, with the HCBS Waivers budgeted at \$2.1 billion and the Federal Early Start Grant budgeted at \$53.2 million in 2018-19. In January 2014, CMS published final rules defining what constitutes a home and community-based setting for Medicaid reimbursement purposes under Section 1915(c) HCBS waivers and Section 1915(i) HCBS State Plan programs. While the effective date of the regulations was March 17, 2014, states are allowed until March 17, 2022, to make any modifications necessary to comply with the regulations. CMS spent several years developing the final regulations through its rule making process, and compiled and analyzed numerous comments from consumers, advocates, providers, state and local government agencies, and the public. The final regulations provide guidance about the qualities that make a setting home and community-based, rather than focusing on which settings are institutional in nature.

To operate in full compliance with the new CMS regulations, HCBS settings must be integrated and support full access of individuals receiving Medicaid HCBS into the greater community. This includes: opportunities to seek employment and work in competitive, integrated settings; engagement in community life; control of personal resources; and receive services in the community to the same degree of access as individuals not receiving Medicaid HCBS. Under the new regulations, a setting is selected by the individual from among setting options, including non-disability-specific settings and an option for a private unit in a residential setting. The setting options are identified and documented in consumers' person-centered plans and are based on the individual needs, preferences, and for residential settings, resources available for room and board.

Community service providers are not separately identified as an "HCBS" provider; therefore, all providers potentially utilized for HCBS must be in compliance with the home and community-based setting requirements. As such, over 325,000 people served within the developmental disabilities services system are potentially affected by the new requirements, as well as tens of thousands of community service providers. Achieving compliance with these complex requirements necessitates a focused effort to work with community service providers, RCs, individuals and their families, and stakeholders.

Under California's approved Statewide Transition Plan for Compliance with Home and Community-Based Settings Rules (Statewide Transition Plan), DDS is charged with implementing and monitoring compliance by RCs and community service providers. Some components of this Plan have commenced, including initial funding for regional center staff to assist with community service provider assessments, as well as an allocation of \$15 million to enable 134 community service providers to make modifications to comply with federal requirements. These community service providers were selected from 310 concepts totaling \$59 million that were submitted to the Department for review.

The Department received four (4.0) permanent positions in a 2016-17 BCP to support the immediate workload associated with the State's transition plan and to direct RC and service provider efforts to comply with CMS new regulations for Medicaid-eligible home and community-based settings. With the approval of the transition plan by CMS, the workload associated with compliance efforts, including service provider assessments, is now more fully understood and requires additional staff resources. Additionally, the Department received funds of \$404,000 (\$310,000 GF) in a 2018-19 BCP to contract with a consultant to plan, develop, and implement training for consumers, families, and RCs on person-centered practices and planning to further bring the community system into compliance with the new HCBS rules.

Funding for three 3-year limited-term positions are requested for HCBS Waiver activities to focus on oversight and management of the provider assessment process. Tasks shall include monitoring the implementation plan for completing more than 9,000 provider self-assessments, monitoring required follow-up resulting from the assessments; oversight/tracking of approximately 1,100 on-site assessments; and the development and implementation of a “heighted scrutiny” process required by CMS.

Recent federal approval of the Self-Determination Program Waiver also means additional workload for this Division. This approval has been anticipated by stakeholders for many years, and a smooth and steady implementation is critical. DDS needs an infrastructure to proceed with implementation. This Waiver will offer individuals more responsibility in choosing services and will be data intensive to administer. The restructure will facilitate its successful implementation. The authority for two new positions is requested in this BCP with funding to come from savings realized from former SDP pilot participants whose services will become eligible for federal funding with implementation of SDP.

As detailed in the LAO’s January 2018 publication, “Evaluating Early Intervention for Infants and Toddlers with Special Needs,” California performs poorly in meeting federal Early Start Grant requirements. Currently, the Department conducts reviews at RCs every three years. The time between reviews delays necessary technical assistance, potentially putting the federal grant at risk.

The Department proposes four (4.0) positions to increase oversight and work with RCs to improve these outcomes. With existing resources DDS only has the staff to do an on-site visit of Early Start programs every three years. With the new resources, DDS is able to do on-site monitoring of every program on an annual basis.

Workload standards for the requested new positions are in Attachment B.

State Operated Facilities Division – 1.0 Position Requested

This new division will primarily consist of existing positions and staff who are either redirected within DDS for continuing work related to the remaining DCs and State Operated Community Facility, engaged in transition services, or involved with the new state operated facilities and other new models of care.

One new position is requested for a Staff Services Manager I (Specialist) to provide the coordination and oversight for the DC and State Operated Facility Adult Education requirements. Individuals served in DCs and state operated facilities who are age 22 and younger are entitled to a free and appropriate public education in the least restrictive environment, pursuant to the provisions of the Individuals with Disabilities Education Act (IDEA) and the California Education Code (CEC), Part 30, Chapter 8. Adults age 18 and older are to receive education and training consistent with the provisions of the Rehabilitation Act of 1973 and the Americans with Disabilities Act and that will prepare them for re-entry into the community. Therefore as the Department continues to operate DCs, community facilities and expand acute crisis services, it is necessary to employ an Education Administer who possess a valid administration services credential, or credential of life diploma of equivalent authorization. The Education Administer is responsible for statewide education services, which includes oversight, guidance and consultation of Adult Habilitation/Training and Special Education services at the DCs, community facility and upcoming state operated acute crisis homes.

Workload standards for the requested new position is in Attachment B.

Administration Division- Research Section – 5.0 Positions Requested

The Department received 7.0 (4.0 research staff and 3.0 IT Data Production staff) permanent positions and the redirection of 1.0 vacant Office Technician position to establish a Fiscal and Program Research Unit in 2016. There was broad recognition the Department lacked the dedicated research resources to provide fiscal and programmatic analyses to assist the Department's response to external requests for data and information related to the RC and DC programs, as well as inform accurate, reliable and data-driven estimates and decisions.

While the establishment of the new Research function in DDS has been successful, the backlog of requests for research, data analytics, and program support functions is growing beyond the current resources. Consistent with the purposes of this restructuring, DDS proposes to increase the number of Research staff by 5.0 positions and to separate the section into two units: Research and Data Analytics Unit and the Data and Policy Support Unit.

The proposed new staff include 1.0 Research Data Supervisor I, 1.0 Research Data Specialist II, and 3.0 Research Data Analyst IIs.

The outcomes of this expanded capability of the Research Section will include:

- Timely ad hoc analyses for the Director and other executive management for policy and program planning;
- Increased support to the Estimate Section in projecting caseload and expenditure trends for the regional center budget;
- Expanded disparity research;
- Improved data integrity;
- Enhanced risk management and new analysis SIR data; and
- Support for RC and vendor audits.

Workload standards for the requested new positions are in Attachment B

Administration Division – Audit Section – 1.0 Position Requested

The Department received 7.0 permanent audit positions in 2016-17 to increase the number of vendor audits performed as justified by the identification of significant vendor billing errors and systematic issues. The Department's Vendor Audit Section is responsible for conducting billing, staffing, contract, expenditure, and Whistleblower audits of more than 43,000 vendors utilized by RCs to provide services and supports to individuals with developmental disabilities. The audits include Medi-Cal providers, and expenditures reimbursed by the federal HCBS Waiver.

To further enhance monitoring of RCs and community service providers, 1.0 new General Auditor III position is requested to improve the timeliness and quality of audit reports. The new position is a General Auditor III.

Workload standards for the requested new position are in Attachment B.

Office of Quality Assurance and Risk Management – 6.0 Positions Requested

In 2001, the Department developed and implemented a new risk management and mitigation program in response to a review of California's RC system by the Health Care Financing Authority (now CMS). This included revising Title 17 Regulations for Special Incident Reporting (SIR), developing an electronic reporting system, and engaging the services of an independent risk management contractor. These components still exist today, virtually unchanged from their original design and function. Given the changes to the community services system in California, including substantial population growth and increases in the number of individuals residing in the

community with challenging service needs, the Department is re-evaluating its risk management system.

DDS and the Mission Analytics Group, a consultant to the Department, are conducting collaborative discussions with RCs on the risk management and mitigation system with the intent to improve and better support this system at each RC. Implemented in 2001-02, DDS believes a revamping is necessary to encompass and address the changing dynamics of the service system overall, including the demographics of the population, specialized service needs, and the application of new models and approaches to risk management.

Among several pending items is the need to discuss and analyze each RC's individual Risk Management and Mitigation Plan to identify strengths and challenges, to revise DDS' Risk Management Training Manual, increase incident monitoring and analysis, and to incorporate additional quality assurance initiatives, tools and training to support the oversight and management functions. This office will offer a more rigorous regulatory structure to enhance DDS' commitment to quality services and risk management.

This office will consist of 16.0 positions, including 1.0 new CEA (Level A), redirected positions from other divisions, and 5.0 new positions: 1.0 Research Data Specialist I, 2.0 Research Data Analyst IIs, 1.0 AGPA, and 1.0 Staff Services Analyst position for expanded statewide and enhanced quality assurance and data driven risk management.

Workload standards for the requested new positions are in Attachment B.

Office of Legislation, Regulations and Public Affairs – 4.0 Positions Requested

A new Office of Legislation, Regulations and Public Affairs is proposed with staff resources to support stakeholder engagement and effective communication with the people served by DDS. This office will report to the Chief Deputy, Operations and employ 9.0 staff, including 4.0 new positions. A new exempt position will lead the office, which includes a second exempt position currently overseeing DC closures, a new Staff Services Manager I for Parent/Stakeholder liaison activities, a new AGPA for Taskforce/Workgroup Coordination, and a redirected AGPA from the Director's Office.

A new position is also added as a Regulations Coordinator. A management level position is needed to work with executive staff, managers, control agencies, public and stakeholders to manage all aspects of the regulations process, including creation of drafts, reviews, public hearings, and the approval process. This position will also be under the general direction of the Deputy Director, Legislation, Regulations and Public Affairs.

Workload standards for the requested new positions are in Attachment B.

E. Outcomes and Accountability

This proposed restructure offers a comprehensive approach to strategically organize DDS' Headquarters to not only better manage workload, but to lead with the Administration's priorities in a more comprehensive, cost effective manner. It offers a cohesive approach, with increased accountability, clear lines of communication, and the ability to manage an increasingly complex system and workload. Utilizing the naturally-occurring transition of employees will allow the Department to be efficient and achieve timely action.

DDS needs to have a strong leadership team to meet service system challenges and manage the State's resources efficiently and effectively. This reorganization package offers a significant step towards this goal.

The restructure and additional resources will enable DDS to concurrently address the needs and transformations occurring in our system to maintain critical federal funds, monitor RCs, ensure reliable and high quality state operated services and supports, expand community models of service delivery to address consumer's needs, address health and safety challenges, and most importantly, provide the continuity of care for people through the provision of quality services.

Approval of this request for positions and associated funding will allow the Department to perform activities and functions necessary to ensure compliance with the new CMS regulations required to maintain federal funding. Federal funding is essential to the provision of services to all eligible consumers as mandated by the Lanterman Act entitlement.

DDS will be able to disseminate relevant program information to inform policy decisions and educate interested parties. These resources will promote transparency, accountability, participation, and collaboration between DDS staff, RCs, DCs, stakeholders, taxpayers, and policy makers for the benefit of persons with developmental disabilities in California.

F. Analysis of All Feasible Alternatives

Alternative 1: Approve \$8.1 million (\$6.5 million GF) 54.0 permanent positions to restructure the organization and realign resources for program modernization, risk management, federal and State compliance, and fiscal accountability.

Pros:

- Positions the Department to be responsive to, and accountable for, the changing needs of the developmental disabilities services system and its population.
- Advances risk management and quality assurance strategies and enhances monitoring of RCs and community service providers.
- Ensures compliance with State and federal requirements as they evolve.
- Enhances fiscal accountability and systematic review of financial resources.
- Maximizes federal funding participation.
- Implements and operationalize new initiatives and programs efficiently and successfully.
- Improves utilization of generic services when appropriate, including more comprehensive care coordination across departments.
- Leverages data systems to more comprehensively apply and utilize data-driven analytics across programs, community service providers and RCs.
- Enhances engagement with diverse California stakeholders and seeks their collaboration in policy initiatives.
- Repurposes employee expertise, and "right-sizes" the organization.

Cons:

- Results in increased General Fund costs.
- Increases the number of permanently authorized positions.

Alternative 2: Approve a lesser amount than \$8.1 million (\$6.5 million GF) to restructure the organization and realign resources for program modernization, risk management, federal and State compliance, and fiscal accountability.

Pros:

- Permits the Department to partially achieve some of the advantages described in Alternative 1.

- A smaller increase in the number of permanently authorized positions.

Cons:

- Hampers the Department's ability to restructure the organization and realign resources making it more difficult for the much needed program modernization, risk management, federal and state compliance, and fiscal accountability.

G. Implementation Plan

With the approval of the restructuring and realignment of resources, the Department will take the following actions for implementation.

- Work with Department of Finance to establish the new positions, abolish the positions no longer needed, and other required budgetary changes.
- Work with State Controller's Office on approved organization changes.
- Work with California Department of Human Resources on approved organization changes including submission of new organization charts and establishment of the new CEAs.
- Work with Department of General Services on maintaining operation of the Fairview DC administration building for the Southern California office.
- Draft duty statements for new positions and begin recruitment.
- Develop communication plan on organization changes for employees, labor organizations, control agencies, sister agencies, legislative staff, RCs, and stakeholders.
- Develop internal implementation plan with clear deliverable and completion dates for each division and office to include needed new procedures and policies, new protocols for internal and external communications and working relationships, and include reports on implementation status and outcomes.

H. Supplemental Information

The total funding request reflects the Department's average costs for the standard position complement of operating expenses and equipment.

I. Recommendation

The Department requests approval for \$8.1 million (\$6.5 million GF) for 54.0 permanent positions and 3-year limited term funding for three positions to restructure the organization and realign resources for safety net services, program modernization, risk management, federal and State compliance, and fiscal accountability.

Fiscal Detail Sheet

BCP Title: Headquarters Restructure and Reorganization

BR Name: 4300-003-BCP-2019-GB

Budget Request Summary

	FY19					
	CY	BY	BY+1	BY+2	BY+3	BY+4
Personal Services						
Positions - Permanent	0.0	54.0	54.0	54.0	54.0	54.0
Total Positions	0.0	54.0	54.0	54.0	54.0	54.0
Salaries and Wages						
Earnings - Permanent	0	4,459	4,459	4,459	4,257	4,257
Total Salaries and Wages	\$0	\$4,459	\$4,459	\$4,459	\$4,257	\$4,257
Total Staff Benefits	0	2,485	2,485	2,485	2,381	2,381
Total Personal Services	\$0	\$6,944	\$6,944	\$6,944	\$6,638	\$6,638
Operating Expenses and Equipment						
5301 - General Expense	0	108	108	108	102	102
5302 - Printing	0	54	54	54	51	51
5304 - Communications	0	54	54	54	51	51
5306 - Postage	0	54	54	54	51	51
5320 - Travel: In-State	0	162	162	162	153	153
5322 - Training	0	54	54	54	51	51
5324 - Facilities Operation	0	432	432	432	408	408
5346 - Information Technology	0	270	270	270	255	255
Total Operating Expenses and Equipment	\$0	\$1,188	\$1,188	\$1,188	\$1,122	\$1,122
Total Budget Request	\$0	\$8,132	\$8,132	\$8,132	\$7,760	\$7,760
Fund Summary						
Fund Source - State Operations						
0001 - General Fund	0	6,501	6,501	6,501	6,204	6,204
0995 - Reimbursements	0	1,631	1,631	1,631	1,556	1,556
Total State Operations Expenditures	\$0	\$8,132	\$8,132	\$8,132	\$7,760	\$7,760
Total All Funds	\$0	\$8,132	\$8,132	\$8,132	\$7,760	\$7,760
Program Summary						
Program Funding						
4149001 - Program Administration	0	8,132	8,132	8,132	7,760	7,760
Total All Programs	\$0	\$8,132	\$8,132	\$8,132	\$7,760	\$7,760

Personal Services Details

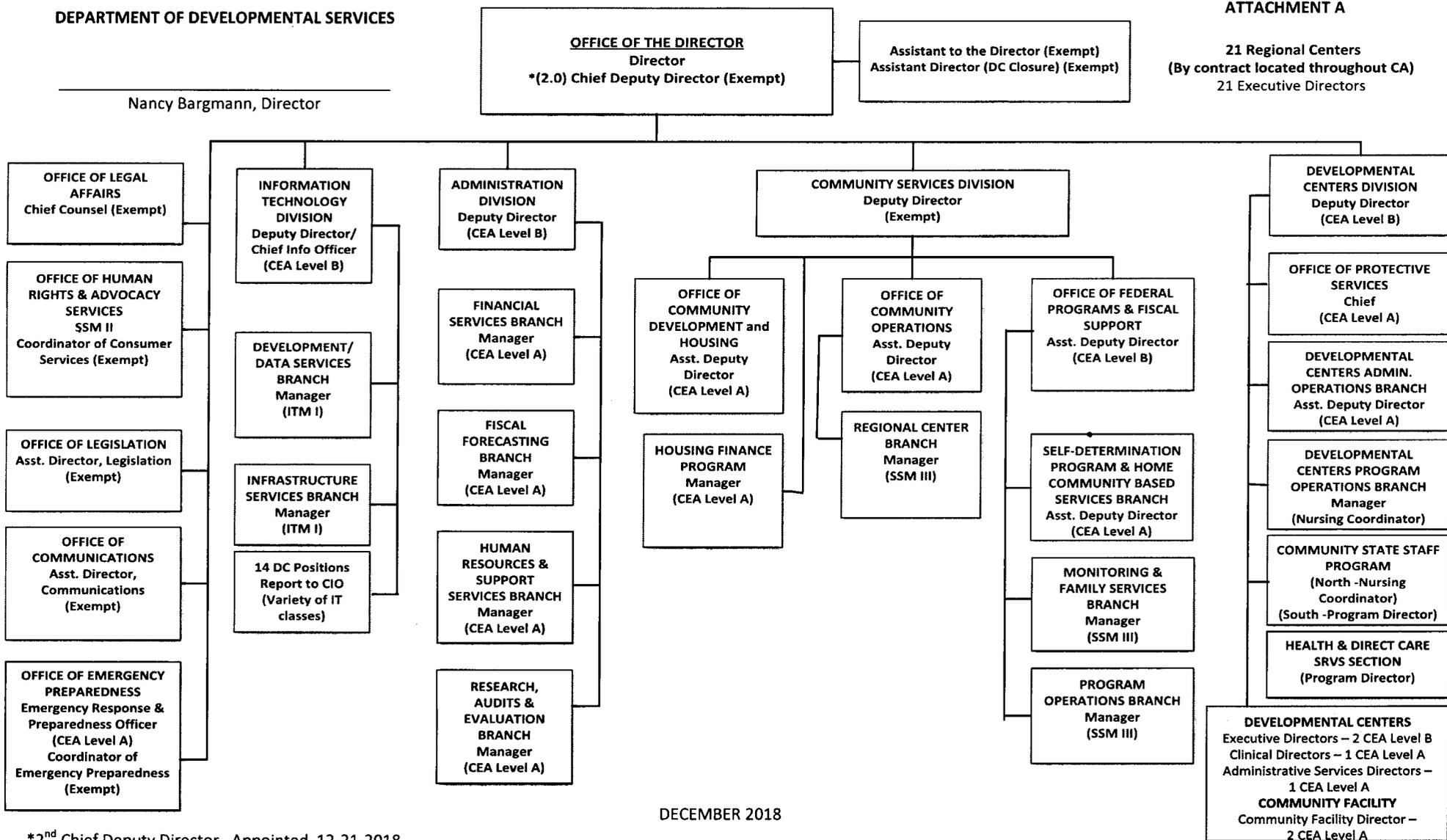
Positions	Salary Information								
	Min	Mid	Max	CY	BY	BY+1	BY+2	BY+3	BY+4
0336 - Chief Deputy Director (Eff. 07-01-2019)				0.0	1.0	1.0	1.0	1.0	1.0
1139 - Office Techn (Typing) (Eff. 07-01-2019)				0.0	1.0	1.0	1.0	1.0	1.0
4285 - Gen Auditor III (Eff. 07-01-2019)				0.0	1.0	1.0	1.0	1.0	1.0
4800 - Staff Svcs Mgr I (Eff. 07-01-2019)				0.0	2.0	2.0	2.0	2.0	2.0
4801 - Staff Svcs Mgr II (Supvry) (Eff. 07-01-2019)				0.0	1.0	1.0	1.0	1.0	1.0
5157 - Staff Svcs Analyst (Gen) (Eff. 07-01-2019)				0.0	1.0	1.0	1.0	1.0	1.0
5393 - Assoc Govtl Program Analyst (Eff. 07-01-2019)				0.0	8.0	8.0	8.0	8.0	8.0
5731 - Research Data Analyst II (Eff. 07-01-2019)				0.0	5.0	5.0	5.0	5.0	5.0
5734 - Research Data Supvr I (Eff. 07-01-2019)				0.0	1.0	1.0	1.0	1.0	1.0
5742 - Research Data Spec I (Eff. 07-01-2019)				0.0	1.0	1.0	1.0	1.0	1.0
5758 - Research Data Spec II (Eff. 07-01-2019)				0.0	1.0	1.0	1.0	1.0	1.0
7500 - - C.E.A. - A (Eff. 07-01-2019)				0.0	5.0	5.0	5.0	5.0	5.0
7500 - - C.E.A. - B (Eff. 07-01-2019)				0.0	1.0	1.0	1.0	1.0	1.0
7618 - Staff Psychiatrist (Eff. 07-01-2019)				0.0	1.0	1.0	1.0	1.0	1.0
8351 - Community Program Spec IV (Eff. 07-01-2019)				0.0	3.0	3.0	3.0	3.0	3.0
8352 - Community Program Spec II (Eff. 07-01-2019)				0.0	11.0	11.0	11.0	11.0	11.0
8362 - Community Program Spec III (Eff. 07-01-2019)				0.0	7.0	7.0	7.0	7.0	7.0
9824 - Behavior Spec II (Eff. 07-01-2019)				0.0	2.0	2.0	2.0	2.0	2.0
9839 - Sr Psychologist (Hlth Facility) (Spec) (Eff. 07-01-2019)				0.0	1.0	1.0	1.0	1.0	1.0
Total Positions				0.0	54.0	54.0	54.0	54.0	54.0
Salaries and Wages	CY	BY	BY+1	BY+2	BY+3	BY+4			
0336 - Chief Deputy Director (Eff. 07-01-2019)	0	176	176	176	176	176			
1139 - Office Techn (Typing) (Eff. 07-01-2019)	0	41	41	41	41	41			
4285 - Gen Auditor III (Eff. 07-01-2019)	0	73	73	73	73	73			
4800 - Staff Svcs Mgr I (Eff. 07-01-2019)	0	159	159	159	159	159			
4801 - Staff Svcs Mgr II (Supvry) (Eff. 07-01-2019)	0	87	87	87	87	87			
5157 - Staff Svcs Analyst (Gen) (Eff. 07-01-2019)	0	50	50	50	50	50			
5393 - Assoc Govtl Program Analyst (Eff. 07-01-2019)	0	538	538	538	538	538			
5731 - Research Data Analyst II (Eff. 07-01-2019)	0	353	353	353	353	353			
5734 - Research Data Supvr I (Eff. 07-01-2019)	0	80	80	80	80	80			
5742 - Research Data Spec I (Eff. 07-01-2019)	0	74	74	74	74	74			
5758 - Research Data Spec II (Eff. 07-01-2019)	0	81	81	81	81	81			
7500 - - C.E.A. - A (Eff. 07-01-2019)	0	526	526	526	526	526			
7500 - - C.E.A. - B (Eff. 07-01-2019)	0	132	132	132	132	132			
7618 - Staff Psychiatrist (Eff. 07-01-2019)	0	271	271	271	271	271			
8351 - Community Program Spec IV (Eff. 07-01-2019)	0	262	262	262	262	262			
8352 - Community Program Spec II (Eff. 07-01-2019)	0	719	719	719	497	517			
8362 - Community Program Spec III (Eff. 07-01-2019)	0	557	557	557	557	557			
9824 - Behavior Spec II (Eff. 07-01-2019)	0	156	156	156	156	156			
9839 - Sr Psychologist (Hlth Facility) (Spec) (Eff. 07-01-2019)	0	124	124	124	124	124			
Total Salaries and Wages	\$0	\$4,459	\$4,459	\$4,459	\$4,237	\$4,257			
Staff Benefits									
5150350 - Health Insurance	0	300	300	300	287	287			
5150500 - OASDI	0	365	365	365	350	350			
5150600 - Retirement - General	0	1,398	1,398	1,398	1,339	1,339			
5150800 - Workers' Compensation	0	16	16	16	15	15			
5150900 - Staff Benefits - Other	0	406	406	406	390	390			
Total Staff Benefits	\$0	\$2,485	\$2,485	\$2,485	\$2,381	\$2,381			
Total Personal Services	\$0	\$6,944	\$6,944	\$6,944	\$6,618	\$6,638			

DEPARTMENT OF DEVELOPMENTAL SERVICES

ATTACHMENT A

21 Regional Centers
(By contract located throughout CA)
21 Executive Directors

Nancy Bargmann, Director

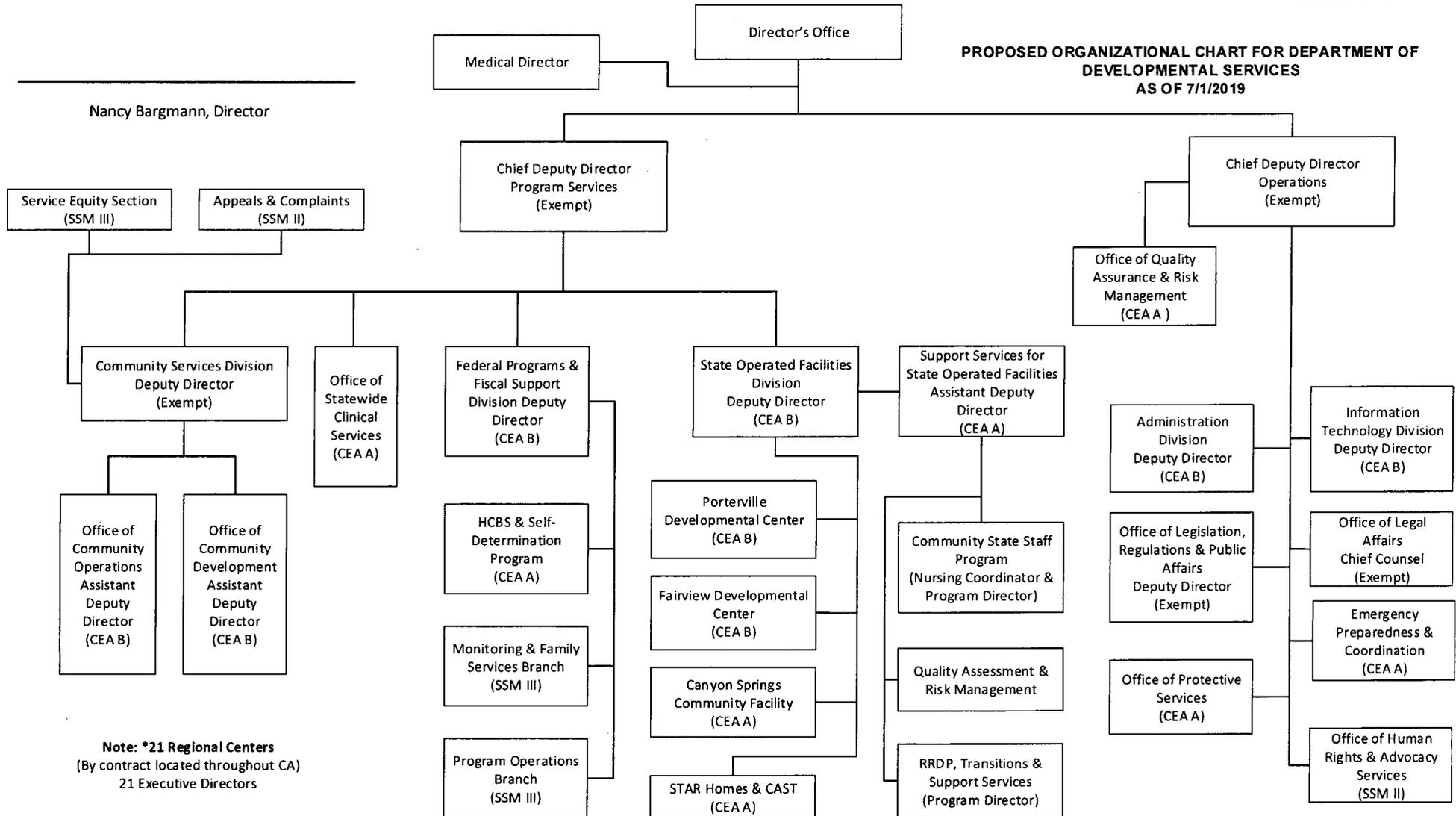


DECEMBER 2018

*2nd Chief Deputy Director, Appointed 12-21-2018

ATTACHMENT A

PROPOSED ORGANIZATIONAL CHART FOR DEPARTMENT OF DEVELOPMENTAL SERVICES AS OF 7/1/2019



Nancy Bargmann, Director

Note: *21 Regional Centers
(By contract located throughout CA)
21 Executive Directors

Department of Developmental Services
Positions requested for BCP# 4300-001-BCP-2019-GB

	New Position	Work Function
PROGRAM SERVICES		
	<i>Position (classification)</i>	<i>Community Operations</i>
1	CEA, B	Office of Community Ops
2	CEA, A	Office of Community Ops - North
3	CEA, A	Office of Community Ops - South
4	CPS IV	RC Liaison/Monitoring Team - South
5	CPS IV	RC Liaison/Monitoring Team - South
6	CPS III	RC Monitoring Team - North
7	CPS III	RC Monitoring Team - South
8	CPS III	RC Liaison/Monitoring Team - North
9	CPS III	RC Liaison/Monitoring Team - North
10	CPS III	RC Liaison/Monitoring Team - North
11	CPS III	RC Liaison/Monitoring Team - South
12	CPS III	RC Liaison/Monitoring Team - South
13	CPS II	RC Liaison/Monitoring Team - North
14	CPS II	RC Liaison/Monitoring Team - North
15	CPS II	RC Liaison/Monitoring Team - North
16	CPS II	RC Liaison/Monitoring Team - South
17	CPS II	RC Liaison/Monitoring Team - South
18	CPS II	RC Liaison/Monitoring Team - South
19	AGPA	RC Liaison/Monitoring Team - North
20	AGPA	RC Liaison/Monitoring Team - North
21	AGPA	RC Liaison/Monitoring Team - North
22	AGPA	RC Liaison/Monitoring Team - South
23	AGPA	RC Liaison/Monitoring Team - South
24	AGPA	RC Liaison/Monitoring Team - South
25	Office Technician	Community Ops - South
		<i>Statewide Clinical Services</i>
1	CEA, A	Autism Program Specialist
2	Sr Psychologist (Spec)	Statewide Psychology Services
3	Staff Psychiatrist	Statewide Psychiatrist Services
4	Behavioral Spec II	EBSH and CCH Monitoring
5	Behavioral Spec II	EBSH and CCH Monitoring
		<i>Federal Programs</i>
1	CPS II	HCBS & SDP
2	CPS II	HCBS & SDP
3	CPS II	HCBS & SDP - 3 yr LT – Non-authorized position

4	CPS II	HCBS & SDP - 3 yr LT – Non-authorized position
5	CPS II	HCBS & SDP - 3 yr LT – Non-authorized position
6	CPS IV	Early Start Monitoring - South
7	CPS II	Early Start Monitoring - South
8	CPS II	Early Start Monitoring - South
9	CPS II	Early Start Monitoring - South
		State Operated Facilities
1	SSM I (Specialist)	Adult Education Administrator
OPERATIONS		
		Office of QA/Risk Mmg
1	CEA, A	Office of Quality Assurance
2	Research Data Spec I	Office of Quality Assurance
3	Research Data Analyst II	Office of Quality Assurance
4	Research Data Analyst II	Office of Quality Assurance
5	AGPA	Office of Quality Assurance
6	Staff Svcs Analyst -SSA	Office of Quality Assurance
		Administration Division
1	Research Data Sup I	Research Section
2	Research Data Spec II	Research Section
3	Research Data Analyst II	Research Section
4	Research Data Analyst II	Research Section
5	Research Data Analyst II	Research Section
6	General Auditor III	Vendor Audit Section
		Executive Offices
1	Chief Deputy Director	Directors Office, Program Services
2	SSM II (Specialist)	Regulations Coordinator
3	CEA, A	Office of Legislation, Regulations, and Public Affairs
4	SSM I (Specialist)	Public Affairs, Parent/Stakeholder Liaison
5	AGPA	Public Affairs, Task Force Coordination
57	TOTAL	
-3	minus 3 LT (no auth pos)	
54	Total of authorized positions	

CEA (LEVEL B) - ASSISTANT DEPUTY DIRECTOR - OFFICE OF COMMUNITY OPERATIONS (1 position)	Annual Hours	PY
<p>Plan, direct, monitor and oversee the Office of Community Operations Regional Offices, including: the Regional Center (RC) Liaison/Monitoring Teams, Family Home Agency and Work Services Monitoring Teams, and the Health and Safety and Data and Projects unit. Ensure the actions and efforts of RCs meet statutory, regulatory and contractual obligations, and uphold the values of the Lanterman Act. Develop and implement policies affecting multiple and varied programs for the State's community-based system of services and funding for persons with developmental disabilities. Work closely with the Deputy Director and other members of the Department's Executive Staff, the Association of RC Agencies, RC representatives, key Legislators and their staff, advocates, high-level federal and state officials, committees, and others to formulate and discuss state policies and implementation strategies. Policy areas of responsibility include, but are not limited to; RC operations and purchase of services (POS), including POS policies, RC contract negotiations, special provisions and compliance; monitoring of family home agencies, work services and other vendored programs, appeals and complaints regarding RCs and vendored service providers, fair hearing activity and outcomes, monitoring of special incidents, risk management, health and safety waiver requests, tracking placements in institutions for mental disease, out-of-state services, and individuals with challenging service needs; disparity initiatives, Home and Community-based Services new rule compliance, and Self-Determination Program implementation.</p>	720	
<p>Oversee the effectiveness of RC operations through such means as contract compliance audits, performance measurements, monitoring reviews, policy reviews, fiscal reviews, complaint and appeals processes, and special incident reports. Coordinate and communicate with the Deputy Director and other Departmental management and units, such as Audit Services Section, on significant negative findings to develop departmental action plans. Make recommendations to the Director, Chief Deputy Director and Deputy Director regarding sensitive and complex cases. Personally conduct onsite visits and provide policy direction to RC management. Work with RCs and their boards of directors on problem areas and corrective actions. Implement strategies aimed toward accountability and improved performance. Expand RC performance metrics, data collection and the dashboard reporting system. Oversee the development and implementation of enhanced RC training programs for RC boards and staff to include, among other things, basics of the Lanterman Act requirements, ethics, roles and responsibilities as well as State financing, fiduciary duty, open meetings act, and contract management.</p>	630	
<p>Oversee the performance of staff doing a wide range of support and professional work for the Department. Consistent with management objectives, assign work and ensure timely completion of assignments. Provide direction and guidance to staff, making sure that work products represent sound research and completed staff work, and are accurate and professional in all respects. Assist in the selection, training, evaluation and discipline of staff. Properly coordinate functions and assignments with other Departmental management.</p>	450	
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE	1,800	1.0

CEA (LEVEL A) - NORTHERN AND SOUTHERN REGION OFFICES - OFFICE OF COMMUNITY OPERATIONS (2 positions)	Annual Hours	PY
Plan, direct and oversee a Regional Office in the Office of Community Operations that includes the Regional Center (RC) Liaison/Monitoring Teams and Family Home Agency and Work Services Monitoring Team. Each Regional Office is responsible for approximately half the State's RCs and community providers and Regional Office staff to comprehensively monitor the actions and efforts of RCs to meet statutory, regulatory and contractual obligations, and uphold the values of the Lanterman Act. Develop and implement policies affecting multiple and varied programs for the State's community-based system of services and funding for persons with developmental disabilities. Work closely with the Assistant Deputy Director (ADD) and other members of the Department's Executive Staff, the Association of RC Agencies, RC representatives, community providers, advocates, and others to formulate and discuss state policies and implementation strategies. Responsible policy areas include, but are not limited to: RC operations and purchase of services (POS), including POS policies; RC contract negotiations, special provisions and compliance; monitoring of family home agencies, work services and other vendored programs; appeals and complaints regarding RCs and vendored service providers; fair hearing activity and outcomes; monitoring of special incidents; risk management; tracking placements in institutions for mental disease, out-of-state services, and individuals with challenging service needs; disparity initiatives; Home and Community-based Services new rule compliance; and Self-Determination Program implementation.	1,800	
Oversee the effectiveness of RC operations through such means as contract compliance audits, performance measurements, monitoring reviews, policy reviews, fiscal reviews, complaint and appeals processes, and special incident reports. Coordinate and communicate with the ADD and the other Departmental management and units, such as Audit Services Section, on significant negative findings to develop departmental action plans. Make recommendations to the ADD and Deputy Director regarding sensitive and complex cases. Personally conduct onsite visits and provide policy direction to RC management. Work with RCs and their boards of directors on problem areas and corrective actions. Implement strategies aimed toward accountability and improved performance. Expand RC performance metrics, data collection and the dashboard reporting system. Oversee the development and implementation of enhanced RC training programs for RC boards and staff to include, among other things, basics of the Lanterman Act requirements, ethics, roles and responsibilities, State financing, fiduciary duty, open meetings act and contract management.	1,080	
Oversee the performance of staff doing a wide range of support and professional work in the assigned region. Consistent with management objectives, assign work and ensure timely completion of assignments. Develop and implement an effective reporting system to share and communicate RC information with other Departmental units, such as Office of Quality Assurance and Risk Management, Audits Services Section, Federal Programs and Fiscal Support Division, etc. Provide direction and guidance to staff, making sure that work products represent sound research and completed staff work, and are accurate and professional in all respects. Assist in the selection, training, evaluation and discipline of staff. Properly coordinate functions and assignments with other Departmental management.	360	
Provide input to Estimates Section and other Departmental units in the development of fiscal estimates and budget change proposals, bill analyses involving RC operations, selected vendor categories and the delivery of services. Respond to requests for RC information and data from Audit Services Section, Office of Quality Assurance and Risk Management, Estimates Section and others.	180	
Provide direction to RCs regarding the most sensitive and critical issues, such as RC performance and statutory, regulatory and contract compliance. Review RC remediation of corrective action plans and other issues. Ensure appropriate reporting to ADD and others on RC performance, issues and concerns. Provide direction and oversight to RCs on mandated activities and reporting requirements.	180	
TOTAL PER PERSON HOURS = 1,800 OR 2 FTE (X 2 FTE = 3,600)	3,600	2.0

COMMUNITY PROGRAM SPECIALIST IV - RC LIAISON/MONITORING TEAM - OFFICE OF COMMUNITY OPERATIONS (2 positions)	Annual Hours	PY
<p>Plan and manage the work of Regional Center (RC) Liaison/Monitoring Teams to comprehensively monitor the actions and efforts of the RCs to ensure they meet statutory, regulatory and contractual obligations, and uphold the values of the Lanterman Act, including, but not limited to:</p> <ul style="list-style-type: none"> • Liaison activities with the RCs; • Contract and legal compliance regarding RC performance contracts; • Issues with families and vendors; • Complaint review and follow up; • RC Board and employee conflicts of interest; • Purchase of service policies and procedures; • Special incident reporting and follow-up; • Training for RC Board and staff; • Processing of Alternatives to Service Delivery requests. <p>Implement and supervise the development of the RC Liaison/Monitoring Teams and serve as the Department management's central point of contact for RC data and information including performance data, special incident reports, complaints, audits, corrective action plans, etc.</p>	1,440	
<p>Review and critically edit the information staff provides on complex issues involving state and federal laws relative to RC programs and administrative operations and the delivery of services to individuals with developmental disabilities. Review staff recommendations to address issues and concerns in areas such as special incident reports, complaints, and other RC issues. Provide policy and practice recommendations to management related to RC operations. Assist Regional Manager in administering and managing Southern Office activities related to the departmental policies throughout the RCs and represent the Regional Manager as needed.</p>	720	
<p>Refresh and expand RC performance metrics, data collection and the dashboard reporting system. Ensure staff presence at all board meetings and public forums for assigned RCs, including meetings regarding performance contract outcomes, caseload ratio plans of correction, Community Placement Plan/Community Resource Development Plan proposal development, disparity and service equity outreach, and the Self-Determination Program. Personally attend the more complex meetings and reviews, and other meetings as management representative of the Department.</p>	360	
<p>Provide input to Estimates Section and other Community Services Division staff in the development of fiscal estimates and budget change proposals, bill analyses, involving RC operations, selected vendor categories and the delivery of services. Work collaboratively with other Departmental units on implementation, monitoring and oversight of Department initiatives and programs, such as risk management projects, disparities activities, Home and Community-based Services new rules compliance and administration of the Self-Determination Program. Respond to requests for RC information and data from Audit Section, Quality Assurance and Risk Management, Estimates Section and others as the central point of contact for RCs.</p>	360	
<p>Provide direction to RCs regarding the most sensitive and critical matters. Review RC remediation of corrective action plans and other issues. Ensure appropriate reporting to Regional Manager and others on RC performance. Provide direction and oversight to RCs on mandated activities and reporting requirements.</p>	360	
<p>Act as Department lead program participant on providing technical assistance to RCs. Lead the development of training programs for Board members to include, among other things, basics on Lanterman Act requirements, ethics, roles and responsibilities, State financing, fiduciary duty, open meetings act, and contract management.</p>	360	
TOTAL PER PERSON HOURS = 1,800 OR 2 FTE (X 2 FTE = 3,600)	3,600	2.0

COMMUNITY PROGRAM SPECIALIST III - RC MONITORING TEAMS - OFFICE OF COMMUNITY OPERATIONS (2 positions)	Annual Hours	PY
Plan, organize and direct the work of the Office of Community Operations' monitoring teams of Family Home Agencies (FHA) and family homes, work services, such as supported employment and work activity programs, and regional centers relative to these programs. Develop, maintain and update monitoring protocols and tools to ensure comprehensive reviews consistent with federal and State laws and regulations, and to streamline processes with the goal of increasing monitoring visits. Utilize data, including prior year monitoring results, purchase of service expenditures and special incident reports, to assess regional center (RC) and vendor compliance and performance. Develop monitoring schedules, track and report on team progress, including taking actions to remedy monitoring and scheduling issues.	1,260	
Review and critically edit monitoring reports and other information provided by staff on complex issues involving RCs and vendor compliance with state and federal laws relative to FHAs, work services and other vendored community services, and the delivery of services to individuals with developmental disabilities. Communicate monitoring results and issues via written reports and, as needed, conducts presentations and meetings for other Department staff, including Community Services Division management, Audits, and Quality Assurance and Risk Management. Provide policy and practice recommendations to management related to FHAs, work services and other vendored programs. Assist Regional Manager in administering and managing office activities related to regional centers and vendored community programs. Represent the Regional Manager as needed.	1,260	
Act as Departmental lead program participant on providing technical assistance to RCs and designated vendored community programs related to the services provided in FHAs, work services and other vendored community programs. Develop trainings, tools and materials to assist RCs and vendors with compliance with state and federal laws.	720	
Work in collaboration with RC Liaison Teams in review of special incident reports and complaints regarding FHAs, work services and other vendored community programs to identify trends, issues and concerns, and develop plans of action and follow-up.	360	
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE (X 2 FTE = 3,600)	3,600	2.0

COMMUNITY PROGRAM SPECIALIST III - RC LIAISON/MONITORING TEAM - OFFICE OF COMMUNITY OPERATIONS (5 positions)	Annual Hours	PY
Serve as the Department's primary liaison to assigned regional centers (RCs) on activities and issues related to assigned RCs' administrative operations and delivery of services to individuals with developmental disabilities. Provide technical assistance to consumers, parents, RC staff, departmental management and service providers in assigned areas of responsibility.	2,250	
Review, investigate, and recommend corrective actions for special incident reports and complaints. Review and recommend approval of conflict of interest statements, and obtain information from RCs, as needed.	1,350	
Review and analyze RC information and data obtained by RC Liaison Team staff, and perform follow-up activities with RCs to ensure statutory, regulatory and contractual compliance. Use data and information from RCs to identify individuals with challenging service needs, and work with RCs to monitor their placements and identify resources that may address their needs.	1,350	
Prepare bill analyses, reports, correspondence, charts, and other written documents that respond to inquiries, issues, complaints and/or assignments related to areas of responsibility.	1,350	

Work closely and routinely meet with staff from other RC Liaison/Monitoring Teams to discuss the Team's activities and identify statewide and/or systemic issues and concerns. Develop materials, trainings and plans of recommended action to address issues and concerns.	900	
Personally attend or coordinate attendance for all board meetings and public forums for assigned RCs, including meetings regarding performance contract outcomes, caseload ratio plans of correction, Community Placement Plan/Community Resource Development Plan proposal development, disparity and service equity outreach, and the Self-Determination Program. Personally attend or coordinate attendance for the Department's onsite reviews including work services, family home agencies, Early Start program and RC fiscal audits.	900	
Act in the absence of the Community Program Specialist IV, and as needed/requested, provide leadership and guidance to staff of other RC Liaison/Monitoring Teams, to include participation in meetings, reviewing work products and consultation on decision-making.	450	
Coordinate activities with departmental units, other state departments, federal agencies, and non-governmental entities as necessary to accomplish assignments.	450	
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE (X 5 FTE = 9,000)	9,000	5.0

COMMUNITY PROGRAM SPECIALIST II - RC LIAISON/MONITORING TEAM - OFFICE OF COMMUNITY OPERATIONS (6 positions)	Annual Hours	PY
Monitor regional centers (RCs) for contract, statutory and regulatory compliance. Develop, process, and evaluate statutorily mandated and ad hoc surveys and reports, such as caseload ratio surveys, salary and administrative expenditures surveys, board composition surveys and RC performance contracts. Summarize surveys and reports, and identify trends, issues and concerns for management review.	2,700	
Analyze information such as special incident reports, complaints and data, including purchase of service expenditures, to assess the performance of assigned RCs. Identify issues, trends and areas of concerns, and develop recommendations for follow-up and remediation of issues.	2,160	
Review policies, RC web content and reports for indicators of issues that require follow-up. Review and recommend approval of RC Purchase of Service policies and Alternatives to Service Delivery requests.	1,620	
Prepare bill analyses, reports, correspondence, charts, and other written documents that respond to inquiries, issues, complaints and/or assignments related to area(s) of responsibility.	1,080	
Attend board meetings and public forums for assigned RCs, as needed, including meetings regarding performance contract outcomes, caseload ratio plans of correction, Community Placement Plan/Community Resource Development Plan proposal development, disparity and service equity outreach, and the Self-Determination Program.	1,080	
In the absence of the CPS III, or as needed, provide technical assistance to consumers, parents, RC staff, departmental management and service providers in assigned areas of responsibility.	1,080	
Provide pertinent information on assigned RCs to other Department units for onsite reviews, and participate in reviews as needed, including reviews of work services, family home agencies, Early Start program and RC fiscal audits.	540	
Coordinate activities with departmental units, other state departments, federal agencies, and non-governmental entities as necessary to accomplish assignments.	540	
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE (X 6 FTE = 10,800)	10,800	6.0

ASSOCIATE GOVERNMENTAL PROGRAM ANALYST - RC LIAISON/MONITORING TEAM - OFFICE OF COMMUNITY OPERATIONS (6 positions)	Annual Hours	PY
Tabulate, analyze, maintain and report quantitative and qualitative data related to regional center (RC) monitoring, performance, policies and procedures, including but not limited to areas such as performance contracts, special incident reports, purchase of service expenditures, individuals with challenging service needs, consumer demographics and RC surveys. Prepare spreadsheets, charts and graphs for RC Liaison/Monitoring Team and Department management on monitoring and oversight matters, budgeting, public policy, program decisions, and bill analyses. Review policies, RC web content and data for indicators of issues for RC Liaison/Monitoring Team follow-up.	3,240	
Develop ad hoc surveys and tools for collection and maintenance of information and data to assist in evaluating RC performance and compliance with statutes, regulations and contractual obligations. Summarize findings and identify trends, issues and concerns for RC Liaison/Monitoring Team and Department management review.	2,700	
Prepare bill analyses, reports, correspondence and other written documents that respond to inquiries, issues, complaints and/or assignments related to areas of responsibility. Develop presentations, trainings and informational materials related to areas of assigned responsibility.	2,700	
Develop and maintain systems for review, monitoring and reporting on RC Liaison/Monitoring Team work plans and reports. Monitor and track the Team's routine and ad hoc activities and assignments to ensure deadlines are met and appropriate follow-up is conducted.	1,620	
Coordinate activities with departmental units, other state departments, federal agencies, and non-governmental entities as necessary to accomplish assignments.	540	
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE (X 6 FTE = 10,800)	10,800	6.0

OFFICE TECHNICIAN - SOUTHERN REGION OFFICE - OFFICE OF COMMUNITY OPERATIONS (1 position)	Annual Hours	PY
Review, format, edit and type correspondence, reports, presentations and other written documents, ensuring conformity with the Department's Written Communications Manual and those materials are accurate, complete and prepared for management review and signature, when applicable.	540	
Prepare travel arrangements, travel reimbursements and maintain a log of travel activity and claims. Maintain contact lists and distribution lists for Oasis and Outlook. Order supplies and maintain office equipment.	360	
Track assignments using the Community Services Division's database and other means to ensure deadlines are met. Manage both electronic and hard-copy files, records and assignment log system.	360	
Maintain Outlook calendar for the Southern Region Office CEA Level A, schedule and organize meetings with both Department and external participants, and prepare meeting packages. Maintain personnel files for Southern Regional Office staff, initiate and prepare monthly timesheets, and coordinate time reporting with Personnel.	270	
Assist Southern Region Office staff with various administrative support duties such as; preparing correspondence, reports and memorandum, mail distribution, and back-up support as required.	270	
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE	1,800	1.0

CEA (LEVEL A), AUTISM PROGRAM SPECIALIST - CLINICAL SERVICES SECTION - OFFICE OF STATEWIDE CLINICAL SERVICES (1 position)	Annual Hours	PY
Collaborate and coordinate efforts with Department staff, regional centers (RCs), stakeholders, universities, University Centers for Excellence in Developmental Disabilities, and other State agencies, to identify areas of emerging need based on changing demographics. Consult on innovative methods of service delivery, and recommended solutions to improve services and supports for individuals with Autism Spectrum Disorder (ASD) and co-occurring conditions statewide, including individuals with the most challenging service needs. Actively participate in a variety of Department led risk management activities. Provide subject matter expertise and technical assistance as requested. Participate on external panels and committees as needed.	900	
As a member of the Department Executive Staff, inform and advise management on complex issues and program strategies related to the growing number and share of RC caseload of individuals with ASD and co-occurring conditions. On behalf of the Directorate, coordinate department-wide efforts to ensure the needs of individuals with ASD and co-occurring conditions are met through the California Developmental Disabilities Services System, both through RC and state-operated programs. Advise Executive Staff on proposed policy and operational directives that impact services provided to individuals with ASD and co-occurring conditions. Inform on the development of legislative and fiscal analyses, as needed. Communicate extensively with Executive Staff, control agencies, the Legislature, RCs, consumers, and their families on Department initiatives and issues impacting the lives of people with ASD and co-occurring conditions.	540	
Research, develop and draft a variety of materials and presentations on topics in the field of ASD. Be knowledgeable on current trends, literature and research in the field of ASD, consumer trends and issues which may inform future service needs. Research other states' programs serving individuals with ASD as needed. Prepare and present results of research and data analyses for the Directorate and/or Executive Staff. Independently prepare materials to be presented before RCs, community groups, advocacy organizations, legislative staff, and other state entities concerning ASD and co-occurring conditions.	360	
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE	1,800	1.0

SENIOR PSYCHOLOGIST (SPECIALIST) - CLINICAL SERVICES SECTION - OFFICE OF STATEWIDE CLINICAL SERVICES (1 position)	Annual Hours	PY
Reviews program designs/plans of operation submitted by residential providers seeking certification or program plan approval by the Department.	500	
Enforces regional center (RC) and service provider compliance with laws and regulations related to Enhanced Behavioral Supports Homes and Community Crisis Homes, by monitoring and reporting on the services provided in each facility at least once every six months. Monitors services provided to individuals with a developmental disability and individuals with a developmental disability and a mental health diagnosis, utilizing principles of person-centered practices, positive behavior supports and trauma informed care.	500	
Provides technical assistance to RCs and residential providers regarding behavioral services provided in licensed facilities or for providers developing program designs/plans to obtain certification and licensure.	440	
Provides consultation, technical assistance and training to RCs and providers in the areas of ethics and behavior management and in techniques for increasing adaptive skills, as necessary or as requested.	180	
Conducts or facilitates in-service training for the Department, Licensing, RCs and provider staff in the area of ethics and behavior management.	180	
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE	1,800	1.0

STAFF PSYCHIATRIST - CLINICAL SERVICES SECTION - OFFICE OF STATEWIDE CLINICAL SERVICES (1 position)	Annual Hours	PY
Provide clinical psychiatric expertise to the Department's Director, program staff, and Department-operated facility staff on both statewide policy and individual consumer cases. Consult and follow-up on psychiatric issues to assist primary/attending physicians in managing psychiatric or behavior issues of regional center (RC) consumers in community homes, psychiatric hospitals, institutions for mental disease (IMDs), skilled nursing facilities, and other residential settings. Also included are unusual, complex, and/or serious problems and cases requiring technical expertise. Focus review efforts on developmental center residents moving into the community, individuals in IMDs, out-of-state placements, and children with a mental health component.	500	
Review program designs/plans of operation submitted by residential providers seeking certification or program plan approval by the Department. Provide technical assistance to RCs and residential providers regarding clinical psychiatric services provided in licensed facilities or for providers developing program designs/plans to obtain certification and licensure.	300	
Review RC and service provider compliance with laws and regulations related to Enhanced Behavioral Supports Homes and Community Crisis Homes by monitoring and reporting on the services. Monitor services provided to individuals with a developmental disability and individuals with a developmental disability and a mental health diagnosis, utilizing principles of person-centered practices, positive behavior supports and trauma informed care.	300	
Advise the Department's Director; Safety Net Manager; Stabilization, Training, Assistance and Reintegration (STAR) and Crisis Assessment Support Team (CAST) Managers; as well as executive staff on statewide policies. Assist in developing policy for new models of care and homes.	200	
Consult with Office of Quality Assurance and Risk Management on evaluation tools to ensure quality control of psychiatric services in Department-operated facilities, programs and community providers.	200	
Develop consultative and collaboration efforts with other departments within the California Health and Human Services Agency and other entities on matters relating to the mental health needs of RC consumers.	150	
Participate in the Developmental Services Task Force, workgroups, stakeholder and other meetings to provide a statewide clinical psychiatric expertise and perspective.	150	
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE	1,800	1.0

BEHAVIOR SPECIALIST II - CLINICAL MONITORING SECTION - OFFICE OF STATEWIDE CLINICAL SERVICES (2 positions)	Annual Hours	PY
Develop, implement and update written protocols for monitoring Enhanced Behavioral Supports Homes (EBSH) and Community Crisis Homes (CCH) for compliance with licensing and regulatory requirements. Provide technical assistance to regional centers (RCs), EBSH and CCH service providers regarding licensing and regulatory requirements; provide onsite monitoring visits to each licensed EBSH and CCH every six months to monitor that each EBSH and CCH maintains compliance with licensing and regulatory requirements.	900	
Provide behavioral consultation to departmental staff, RCs and Department of Social Services' Community Care Licensing staff; provide consultation to residential service providers on residential program and behavioral issues related to the unique characteristics and behaviors of individuals who have developmental disabilities.	540	

Develop, implement, and update guidelines based on applicable regulations and for RCs seeking Department certification of an EBSH or CCH; review RC requests for certification, provide feedback as needed to ensure requests comply with applicable regulations, and provide recommendations to Department management; monitor RC and provider compliance with legislation and regulations applicable to EBSH and CCH.	540	
Provide training in current principles, techniques, methods and procedures of current behavior support and intervention to EBSH, CCH, specialized residential facility and other community living options.	360	
Serve as Department liaison to RCs, residential service providers and organizations, and the Department of Social Services regarding matters related to residential care, including, but not limited to, laws and regulations, research and development, and recommended enhancements to the residential care service system.	360	
Assist in the development of new and revised laws and regulations related to implementation of EBSH and CCH, and other written documents that respond to inquiries, issues, and complaints related to residential services.	360	
Review special incident reports for consumers residing in CCH and EBSH, and conduct follow-up, as needed; analyze situations that may jeopardize consumer health and/or safety, and recommend Individual Behavior Support Plan changes, behavior assessment, and behavior intervention strategies.	360	
Assist the Department's information technology staff to maintain reliable information on trends related to residential services; assist with data gathering and reviewing for evaluation purposes to support a progressive Department service system; provide legislative analyses.	180	
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE (X 2 FTE = 3,600)	3,600	2.0

COMMUNITY PROGRAM SPECIALIST II –SDP - FEDERAL PROGRAMS (2 positions)	Annual Hours	PY
On-going training and coordination of information sharing with RCs, advisory committees and participants. This applies to current participants and for prospective participants going forward. Responsibilities include development of training materials, provision of training, distribution of materials, and management of continued enrollment/participant selection.	2,000	
Development of regulations and policies related to Self-Determination Program (SDP). Develop recommendations for changes to regulations, policies and protocols to comply with State and Federal statute/requirements. Draft required changes to regulations, and policies, and develop required Waiver Amendments as needed.	700	
Develop required periodic reports for DHCS, CMS and the legislature. This includes compilation of compliance data through on-site monitoring required by the SDP Waiver; renewal of the SDP Waiver; and assistance with the required evaluation of SDP.	900	
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE (X 2 FTE = 3,600)	3,600	2.0

COMMUNITY PROGRAM SPECIALIST II – HCBS - FEDERAL PROGRAMS (3 limited-term, non-authorized positions)	Annual Hours	PY
Oversight and management of the provider assessment process as outlined in the Statewide Transition Plan (STP). Monitor the implementation plan for completing more than 9,000 provider self-assessments, monitor required follow-up resulting from the assessments; oversee/track approximately 1,100 on-site assessments.	3,000	
Develop recommendations for changes to statute, regulations, policies and protocols to bring State standards and HCBS settings into compliance. Draft required changes to statute, regulations, and policies, and develop required Waiver and State Plan Amendments.	800	
Develop and implement a “heighted scrutiny” process required by CMS. This includes criteria for identifying and evaluating settings “presumed to be institutional” per CMS guidance.	500	
Provide ongoing reporting to CMS through updates to the STP regarding completion of provider self-assessments, on-site assessments and “heightened scrutiny” reviews. This also requires the development of an ongoing monitoring and reporting process as required by CMS after March 2022.	500	
Maintain communication with all stakeholders, including state departments (e.g., Departments of Health Care Services, Social Services, and Finance), regional centers (RCs), DDS work groups/subgroups, internal teams, service providers, consumers and their families. Coordinate the development of informational materials and training for RCs, stakeholders, service providers, and consumers and families, and maintain/update Internet, as needed on implementation of assessments and progress.	200	
Assist in the analysis and monitoring of provider plans for compliance to include linkage to funding (\$15M annually).	400	
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE (X 3 FTE = 5,400) Limited-Term, non-authorized positions	5,400	0.0

COMMUNITY PROGRAM SPECIALIST IV (Supv) – EARLY START & HEALTH SERVICES, FEDERAL PROGRAMS & FISCAL SUPPORT (1 position)	Annual Hours	PY
<p>This is the supervisor as well as high-level specialist of the Early Start Program. Develop and review monitoring protocols and tools to ensure for a comprehensive review consistent with federal and State laws and regulations. Ensure monitoring is completed at each Regional Center (RC) on an annual basis. Develop the monitoring schedule, and track and report on progress. Take actions to remedy monitoring and scheduling issues.</p> <p>Review and critically edit the monitoring reports and other information staff provides on complex issues involving state and federal laws relative to Early Start. Communicate monitoring results and issues via written reports and, as needed, presentations and meetings. Provide policy and practice recommendations to management related to Early Start.</p> <p>Assign, direct, and supervise the activities of the Section staff to carry out the duties, responsibilities and objectives of state and federally funded programs related to provision of early intervention services to infants and toddlers with developmental activities and other health related programs. This includes administering the provisions of federal grants, planning and coordinating the activities of a state interagency collaboration council, providing technical assistance to RCs and other early intervention stakeholders, formulating and implementing early intervention and health policies and procedures affecting children and families. Must have knowledge and experience with the regulatory rulemaking process, federal and state legislation and bill analyses. Manages administrative functions within the Branch, such as contract development and negotiation, and making recommendations on highly sensitive issues affecting future program structure and funding.</p>	1,080	

Personally performs sensitive and complex assignments including overseeing the compilation of data for federally mandated reports, filing timely and accurate data and documentation to the federal government, ensuring accuracy and timeliness of other federal and/or state mandated reports and coordinating activities with other sections, professional organizations, universities, other state departments, and stakeholders.	360	
Plan and develop on-going initiatives and strategies for promoting quality early intervention programs for infants and families.	270	
Represent the Department before various stakeholder groups and act in the absence of the Branch Manager.	90	
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE	1,800	1.0

COMMUNITY PROGRAM SPECIALIST II- EARLY START & HEALTH SERVICES, FEDERAL PROGRAMS & FISCAL SUPPORT (3 positions)	Annual Hours	PY
Coordinate and conduct ongoing interagency evaluation and monitoring of Regional Centers (RCs), local education agencies, and programs providing early intervention services as required by federal and state regulations. This includes producing reports of monitoring findings, conducting follow-up reviews to ensure correction of findings, and tracking completion of recommendations. Provide technical assistance to RCs and other local programs providing early intervention services through site visits, telephone consultation and print materials. Respond to requests for information/assistance on behalf of infants and toddlers and their families served under the Early Start Program.	3,840	
Assist in the preparation of required performance reports for submission to the federal Office of Special Education Programs and public postings. Responsibilities will also include assistance with the preparation and review of federal grant applications.	540	
Coordinate, manage and participate on special projects, including but not limited to the State Systemic Improvement Plan (SSIP) activities. The CPS II will also work with RC cohort SSIP participants to coordinate a community plan for improved social emotional development service delivery.	340	
Collaborate with internal staff to support the coordination and sharing of information regarding local programs meeting federal and state requirements. May be required to attend meetings on behalf of staff or management.	340	
Compile data, interpret findings and provide information to policy makers and Legislators, federal funding sources and other stakeholders on program objectives. Analyze, interpret and make recommendations regarding legislative bills.	340	
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE (X 3 FTE = 5,400)	5,400	3.0

STAFF SERVICES MANAGER I (SPECIALIST) – ADULT EDUCATION ADMINISTRATOR – RRD, TRANSITIONS & SUPPORT SERVICES - STATE OPERATED FACILITIES (1 position)	Annual Hours	PY
Provides statewide education services, which includes oversight, guidance and consultation of Adult Habilitation/Training and Special Education services at the developmental centers, state operated community facility and upcoming state operated acute crisis homes. Provides consultations and technical assistance to the Department of Mental Health (DMH) as specified in a Memorandum of Understanding between DDS and DMH.	450	
Monitors program compliance with Individuals with Disabilities Education Act (IDEA), Workforce Investment Act (WIA), and the California Education Code and serves as coordinator of activities associated with California Department of Education's (CDE) Special Education Verification Reviews and Adult Education program reviews.	450	

Administers state and federal education funds which includes determining allocations and monitoring the expenditures of IDEA, Part B, Lottery, AB 1202, WIA and General Fund dollars	450	
Develop policies and procedures for the implementation of Special Education and Adult Habilitation and training and provides training to educators.	225	
Prepares reports for the department, other agencies and Legislature as needed. Examples of reports include the Annual Average Daily Attendance report to the Controller for Lottery allocation purposes and the annual Lottery report to the Legislature. Manages Education contracts such as Comprehensive Adult Student Assessment System. Serves as the liaison to the CDE, County Offices and other state agencies and organizations as needed.	225	
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE	1,800	1.0

CEA (LEVEL A), QUALITY ASSURANCE AND RISK MANAGEMENT (1 position)	Annual Hours	PY
Plan, direct and oversee the Office of Quality Assurance and Risk Management to advance risk management and quality assurance strategies and enhance monitoring of Regional Centers (RCs), community service providers, and State Operated Facilities and Programs. Develop and implement quality assurance and risk management policies and procedures affecting multiple and varied programs for the State's community-based system of services and for State Operated programs for individuals with developmental disabilities. While directly reporting to the Chief Deputy Director, Operations, also works closely with the Chief Deputy Director, Program Services, and Deputy Directors of Community Services Division and State Operated Facilities, and other members of the Department's Executive Staff, the Association of RC Agencies, advocates, RC representatives, community providers, and others to formulate and discuss state policies and implementation strategies.	700	
Provide policy guidance in overseeing the revamping of the risk management and mitigation system at each RC in collaboration with Mission Analytics Group, a consultant to the Department, with the intent to improve and better support this system at each RC. Provides leadership to ensure the revamping will encompass and address the changing dynamics of the service system overall, including the demographics of the population, specialized service needs, and the application of new models and approaches to risk management. Work in partnership with the RCs, the Office of Community Operations, and Research Section to comprehensively broaden DDS' risk management approach. This can potentially extend the metrics used for RC compliance as well as SIRs and trends utilizing a holistic, centralized and outcome-based quality management approach. Oversee revision of DDS' Risk Management Training Manual, increase incident monitoring and analysis, and incorporate additional quality assurance initiatives, tools and training into the oversight and management functions.	450	
Provide policy guidance and leadership for quality assurance and risk management support to the developmental centers, Stabilization, Treatment and Reintegration (STAR) Homes, mobile acute crisis teams, intensive support services, and the development of transition support services; and for new State Operated facilities and programs developed for Safety Net services.	300	
Oversee the performance of staff doing a wide range of quality assurance and risk management support and professional work on a statewide basis. Consistent with management objectives, assign work and ensure timely completion of assignments. Develop and implement an effective reporting system to flow RC quality and risk information to Office of Community Operations, Federal Programs, State Operated Facilities, etc. Provide direction and guidance to staff, making sure that work products represent sound research and completed staff work, and are accurate and professional in all respects. Assist in the selection, training, evaluation and discipline of staff.	200	
Provide technical assistance and direction to RCs regarding the most sensitive, critical quality assurance, and risk management issues. In collaboration with Office of Community Operations, review RC remediation of corrective action plans and other issues. Provide direction and oversight to RCs on mandated activities and reporting requirements.	150	
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE	1,800	1.0

RESEARCH DATA SPECIALIST I - OFFICE OF QUALITY ASSURANCE AND RISK MANAGEMENT (1 position)	Annual Hours	PY
Working with management and the consultant to the Department design and perform complex technical research and statistical work relative to the Quality Assurance and Risk Management issues. Use expert-level skills in advanced Microsoft Excel tools and analytical software such as SAS; develop and maintain a thorough understanding of available data sources and DDS programs; design and apply data quality protocols.	630	
Function as project lead to provide descriptive and inferential data, conduct exploratory research to respond to ad hoc requests and research complex issues for Quality Assurance and Risk Management issues. Develop analytical datasets from a variety of internal and external sources, validating data quality, documenting data definitions and securing confidentiality; select appropriate research methodologies, noting the limitations of final study designs; apply complex statistical techniques and models to evaluate developmental programs and services. Offer training and support to other unit research staff; examine and make suggestions for improvements to existing procedures, data sources and information technology functions; assist in the development of program metrics and benchmarks.	630	
Interpret, document and present findings to internal and external stakeholders; present results of complex statistical operations in tables and graphs using Microsoft Excel, PowerPoint, and other software tools in ways that non-technical audiences can understand. Draft recommendations and discuss the benefits and disadvantages of alternative actions.	270	
Develops and provides technical assistance and training to regional centers, other agencies, service providers, and other stakeholders through conferences (in-person or remote), site visits, coordinating and/or giving presentations.	180	
Responds to requests for information or assistance concerning quality management projects.	90	
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE	1,800	1.0

RESEARCH DATA ANALYST II - OFFICE OF QUALITY ASSURANCE AND RISK MANAGEMENT (2 positions)	Annual Hours	PY
Performs analytical and administrative assignments related to the Quality Assessment Project, the Risk Management and Mitigation Project, and quality assurance for individuals in the community. Maintains data, produces briefs, charts, tables and other statistical analyses. Prepares documents on research subjects and process, and makes recommendations on current and potential quality improvement initiatives. Responds to technical inquiries regarding the work produced.	1,260	
Conducts varied and complex technical research and statistical work related to quality management data and conducts presentations to a variety of audiences.	1,260	
Develops and maintains data based systems to monitor and track project outcomes, deliverables, and timelines.	540	
Develops and provides technical assistance and training to Department staff, regional centers, other agencies, service providers, and other stakeholders through conferences (in-person or remote), site visits, coordinating and/or giving presentations.	360	
Responds to requests for information or assistance concerning quality management projects.	180	
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE (X2 = 3,600)	3,600	2.0

ASSOCIATE GOVERNMENTAL PROGRAM ANALYST - OFFICE OF QUALITY ASSURANCE AND RISK MANAGEMENT (1 position)	Annual Hours	PY
Project and contract management, including clarification of expectations, development of work plans, scheduling of timelines, monitoring/reporting on progress towards outcomes to supervisor and Department management, identifying barriers and developing plans to address them to assure the achievement of outcomes.	630	
Collection, organization, maintenance, analysis, and development of reports and recommendations on performance data.	360	
Detailed review and editing of technical reports, and creation of report summaries for diverse audiences.	360	
Collaborate internally with other department divisions and externally with other state agencies and stakeholder groups. Produce related budget proposals, regulations, bill analysis and other written communications. Participate in project groups, either as a team leader or team member.	270	
Maintenance of effective, ongoing communication and provision of training, technical assistance and support to internal Department staff, the State Council on Developmental Disabilities, regional centers and other contractors/stakeholders.	180	
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE	1,800	1.0

STAFF SERVICES ANALYST - OFFICE OF QUALITY ASSURANCE AND RISK MANAGEMENT (1 position)	Annual Hours	PY
Coordinates and plans a variety of meetings, internally and with other state agencies, regional centers and stakeholders, related to developmental center closures, Quality Management Executive Committee, and other Department quality initiatives and projects. Conducts periodic monitoring activities to assure implementation of quality management initiatives and projects are according to statutory and regulatory requirements.	720	
Develops presentations, informational materials and controlled correspondence related to developmental center closures, Quality Management Executive Committee, and other Department quality management initiatives and activities. Obtains additional information on topic areas as necessary.	360	
Develops and maintains systems for tracking various project timelines, deliverables and milestones.	360	
Conducts research pertaining to quality management projects and initiatives; prepares spreadsheets, word documents, charts, and graphs to be included in written recommendations to management for budget matters, public policy, program decisions, and bill analysis. Participates as a team member in project groups. Coordinates section meetings and projects.	360	
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE	1,800	1.0

RESEARCH DATA ANALYST II – DATA & POLICY SUPPORT – ADMINISTRATION – RESEARCH SECTION (3 positions)	Annual Hours	PY
Collaborate with DDS' Estimates Section and other Research Section staff to refine and inform development of the Community Services Program budget, analyzing regional center (RC) purchase of service (POS) data to identify emerging trends and patterns in utilization of services and expenditures; attend forecasting meetings as part of the Governor's Budget and May Revision estimating processes.	2,700	
Perform complex analytical and technical tasks to support the unit's short- and long-term data analysis and research functions; prepare monthly, annual and ad hoc reports and analyses. Research and summarize governing statute, regulations and best practices for developmental disability service systems. Analyze point-in-time and longitudinal RC data; conduct research studies to identify the key drivers of historical, near-term and long-term changes to service costs and utilization; analyze differences between RCs to identify variation in service delivery. Interpret, document and present findings to peers, unit managers and other units within DDS.	1,800	
Build, validate, monitor and maintain databases and systems to collect and analyze data, complying with data confidentiality protocols; assess the completeness, timeliness and accuracy of data; critically peer review analytical work of other unit staff.	360	
Develop actionable information based on trends in RC caseload growth, POS utilization, and service access for consumers with developmental disabilities.	300	
Serve as resource for Department staff regarding program statistics, data analysis, data quality and effective data displays.	240	
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE (X 3 FTE = 5,400)	5,400	3.0

GENERAL AUDITOR III – VENDOR AUDITS - ADMINISTRATION – AUDIT SECTION (1 position)	Annual Hours	PY
Serve as lead to a group of auditors in planning audit scope and procedures; advise on difficult problems of audit techniques and procedures. Follow the DDS audit plan for particular sections to be audited. Examine records and interview staff to ensure recording of transactions and compliance with laws and regulations. Collect and analyze data to detect deficient controls, fraud, non-compliance with laws, regulations, and management policies. Prepare write-up of audit work papers, to include the preparation of point sheets, lead sheets and schedules to support and document work completed. Prepare draft audit reports and audit updates for management review. Review the audit team's work papers to ensure work papers are properly indexed and referenced and that audit documentation is in sufficient detail to support findings. Advise Supervisor of audit-related process and problems through regular reports and special reports. Review Financial Auditor Reports and systems for effectiveness; review independent Certified Public Accountant audit reports that have identified concerns. Request corrective action plan to address deficiencies identified during the Financial Audit Review and use of accepted accounting procedures to record transactions. Issue management decisions based on audit findings and evaluate providers' responses for appropriate and timely corrective action. Consult with staff within the Department, regional centers (RCs), vendors and other agencies to gather information related to resolving audit related issues and works on special projects.	1,700	
Research, analyze and interpret regulations (Title 17 Regulations, W&I Code, etc.), government codes, contracts and other pertinent documents to support audit issues identified during the course of the audit. Appear as an expert witness or representative of the Department in legal proceedings. Participate in entrance and exit conferences with the Auditee; confer with facility management and representatives regarding financial and regulatory matters. Provide input, as needed, to inform DDS program managers, RC officials,	100	

RESEARCH DATA SUPERVISOR I – DATA & POLICY SUPPORT – ADMINISTRATION – RESEARCH SECTION (1 position)	Annual Hours	PY
Provide leadership and management over unit's day-to-day operations to meet project and staffing goals. Communicate with Research Data Manager regarding project status and needs; take initiative to suggest improvements to unit and section operations. Develop project management plans, processes and procedures; design and staff ad hoc and ongoing research and data analysis projects; responsible for meeting unit deadlines. Collaborate with the Information Technology Division to maintain knowledge of data and data systems. Present findings and analyses to internal and external stakeholders	400	
Design appropriate methodologies for quantitative analysis and policy studies, consulting with expert program staff; draft technical reports and design effective data displays to communicate findings to management and stakeholders; establish review and fact-checking procedures to ensure accuracy and quality; review all work completed by technical staff.	1,200	
Recruit, hire and mentor staff and perform personnel actions, including employee performance evaluations; build teams and expertise needed to successfully complete research and data analysis projects; establish cross-training and back-ups for all technical activities; review and approve staff travel and leave time; plan and complete staff development and training to meet individual and team needs.	200	
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE	1,800	1.0

RESEARCH DATA SPECIALIST II – DATA & POLICY SUPPORT – ADMINISTRATION – RESEARCH SECTION (1 position)	Annual Hours	PY
Independently design and perform complex technical research and statistical work to investigate high-profile, sensitive issues and inform Executive Staff about DDS' consumers, regional centers, vendors and individuals with developmental disabilities. Using expert-level skills in advanced Microsoft Excel tools and analytical software such as SAS; develop and maintain a thorough understanding of available data sources and DDS programs; design and apply data quality protocols.	700	
Function as project lead to provide descriptive data, conducting exploratory research to respond to ad hoc requests and researching complex issues for all DDS programs; develop analytical datasets from a variety of internal and external sources, validating data quality, documenting data definitions and securing confidentiality. Select appropriate research methodologies, noting the limitations of final study designs; apply complex statistical techniques and models to evaluate developmental programs and services. Offer training and support to other unit staff; examine and make suggestions for improvements to existing procedures, data sources and information technology functions; assist in the development of program metrics and benchmarks.	660	
Interpret, document and present findings to internal and external stakeholders; present results of complex statistical operations in tables and graphs using Microsoft Excel, PowerPoint, and other software tools in ways non-technical audiences can understand. Draft recommendations and discuss the benefits and disadvantages of alternative actions.	200	
Conduct literature reviews and critical analyses of studies of developmental disability services needs and programs.	160	
Serve as expert resource for Department staff regarding program statistics and data analysis methodologies.	80	
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE	1,800	1.0

and other parties of issues and concerns identified during the audit. Testify during appeal hearings to support and defend work completed.		
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE	1,800	1.0

CHIEF DEPUTY DIRECTOR, PROGRAM SERVICES (EXEMPT) – DIRECTORS OFFICE (1 position)	Annual Hours	PY
Lead and manage the Community Services Division (CSD), Federal Programs Division, State Operated Facilities Division and the Office of Statewide Clinical Services and Monitoring. This position provides leadership and overall management to all programs and functions in DDS that provide services through: state-operated Developmental Centers; one community facility; Stabilization, Training, Assistance, and Reintegration (STAR) Homes; Crisis Assessment Stabilization Teams (CAST); and under contract with a statewide network of 21 private, nonprofit, locally-based community agencies, known as regional centers.	900	
Assist the Director by developing overall policies for key programs to ensure the Department's programs ultimately provide effective, economical, timely and consistent delivery of services and care for the developmentally disabled, and that the overall goals and objectives of the Department are met.	360	
Advise the California Health and Human Services Agency on significant and sensitive programmatic, fiscal, and legal issues that impact persons with developmental disabilities and the Department's policies and programs.	180	
Represent the Director and Department with other governmental officials from local, state and federal partners; and work closely with constituent groups such as parent organizations, care providers, treatment providers, the Association of Regional Center Agencies, and others to resolve issues and inform policy-making.	180	
As part of the Directorate, the Chief Deputy Director, Program Services will work closely with the Director and Chief Deputy Director, Operations on coordinated leadership over Executive Staff and other senior executives to ensure that the Department's and Administration's mission critical activities are achieved and embrace the principles of the Lanterman Act.	180	
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE	1,800	1.0

STAFF SERVICES MANAGER II (SPECIALIST) - REGULATIONS COORDINATOR - OFFICE OF LEGISLATION, REGULATIONS, AND PUBLIC AFFAIRS (1 position)	Annual Hours	PY
Plan, administer, and coordinate the Department's regulations function as a non-supervisory expert on the Office of Administrative Law's (OAL) Rulemaking Process. In consultation with Chief Counsel, Directorate, and Deputy Directors, develop a plan with timeframes to complete the backlog of required new and revised program regulations including Home and Community Based Services (HCBS) Waiver rule changes, Self-Determination Program implementation, and establishment of new models of care for the safety net. Maintain central tracking record of needed regulatory changes and regulations in process. Provide updates to executive staff on tracking record and make recommendations for priorities.	450	

<p>Act as team lead with program and legal staff to draft and/or review proposed regulatory text and rule, and required rulemaking documents including the Initial Statement of Reasons, Final Statement of Reasons, and Notice of Proposed Rulemaking. Coordinate all required postings and notifications to interested stakeholders and advocates on proposed regulations.</p> <p>Review and analyze proposed regulation text for compliance with the consistency standard of the Administrative Procedures Act (APA) by determining whether the text is in harmony with, and not in conflict with or contradictory to, existing statutes, court decisions, regulations or other provisions of law.</p> <p>Responsible to ensure rulemaking record contains all documentation required in accordance with the APA and that proposed regulations are based on statutory authority, necessary to implement that authority, consistent with law, and are clear and unambiguous.</p>	400	
<p>Be the central point of contact with OAL staff for questions during their review of proposed regulations, and other state departments impacted by the proposed regulations, stakeholders and advocacy groups, and other interested parties during the public comment period.</p> <p>Fields inquiries and drafts correspondence with the Health and Human Services Agency, Governor's office, legislative staff and other interested parties on proposed regulations.</p>	360	
<p>Participate in Department Task Force and Workgroup meetings and other related initiatives to gain an understanding of the new and revised program needs for regulations. If needed, may facilitate taskforce and workgroup meetings, writing and editing meeting summaries and reports, developing and editing correspondence, and chronicling public comment.</p>	300	
<p>Analyzes and researches federal and state legislative bills and enrolled bill reports, drafts and edits bill analyses and provides informational updates on all regulatory activity to executive leadership.</p>	200	
<p>Develop and implement internal regulations training program for appropriate DDS staff.</p>	90	
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE	1,800	1.0

CEA (LEVEL A) - OFFICE OF LEGISLATION, REGULATIONS, AND PUBLIC AFFAIRS (1 position)	Annual Hours	PY
<p>Serve as the principal spokesperson for the Department in responding to media inquiries regarding Departmental programs. This includes interacting with print and broadcast media at all levels, through preparing statements, documents and other materials necessary to communicate the Department's programs, policies and procedures. Prepare press releases for major announcements and speak before special interest groups regarding Departmental programs. Serve as the Department's principal media contact with the California Health and Human Services Agency, the Governor's Office, the Legislature and other departments.</p>	500	
<p>As an integral member of the Executive Staff, provide advice and consultation to the Chief Deputy Director and other members of the Executive Staff on the public relations impact of Departmental programs; review major program and policy changes and developments for public policy/media implications. Coordinate with the State Operated Facilities and programs on all statewide media issues.</p>	360	
<p>Develop and implement professional communication strategies including use of social media for outreach and communication to consumers, family members, stakeholders, community service providers, Regional Centers, ARCA, various organizations and associations, advocacy groups, Unions, and other interested parties. Execute communication strategies to support the goals and objectives of the Department, and serve as a central channel to the public as needed.</p>	340	
<p>Lead and support community and stakeholder engagement in task forces, workgroups, and other initiatives to ensure effective communication with and meaningful participation of the people served by DDS. Develop and implement</p>	330	

<p>policies and procedures in Office to ensure stakeholders have an integral role in policy discussions and development. In conjunction with the Assistant Director, Legislation, work with and involve other governmental entities and the Legislature, as appropriate, on policy and program initiatives impacting the developmental disabilities services system.</p>		
<p>Plan, organize, direct and oversee the work and projects of staff in the Office of Public Affairs, including the Parent/Stakeholder Specialist, and Workgroup and Task Force Coordination Analysts.</p>	180	
<p>Respond to requests from the public regarding the Department's programs and services. Work with the Office of Legal Affairs to respond to Public Records Act requests in a timely manner, Respond to inquiries sent through the Department's Internet Home Page on issues of public information.</p>	90	
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE	1,800	1.0

STAFF SERVICES MANAGER I (SPEC) - PARENT/STAKEHOLDER LIAISON – OFFICE OF LEGISLATION, REGULATIONS, AND PUBLIC AFFAIRS (1 position)	Annual Hours	PY
Attend stakeholder meetings facilitated by DDS and regional centers (RCs), and statewide conferences.	280	
Coordinate strategies regarding consumer and/or family's perspective in policy discussions and implementation of Home and Community-Based Services (HCBS) waiver regulations, Self Determination, and Early Intervention.	255	
Compose documents and proposals, and analyze policies, regulations and statutes.	255	
Identify consumer and family expectations for policies and regulations through surveys, or face-to-face, or other modes of communication.	180	
Define issues with policies, regulations and statutes and resolve conflicts, while proposing and examining possible outcomes.	120	
Participate in advisory meetings, including State Council on Developmental Disabilities and other established local and statewide advisory committees, to provide state-level representation.	100	
Provide family-to-family support to strengthen families' ability to fully participate in services planning such as developing the Individual Program Plan.	95	
Maintain written or other forms of, information to keep up-to-date policy and regulation information available in an organized fashion.	95	
Outreach to consumers and their families with respect to changes in policies and regulations, and collaborate with local consumer or family-run organizations to ensure the effective implementation of regulations and statutes.	90	
Work with stakeholders to define/identify potential changes to statute, regulations, policies and protocols, and facilitate the sharing of information to consumers and their families.	90	
Assist in developing information and materials for RCs, stakeholders, and consumers and families in the areas of policy, regulations and statutes.	90	
Collaborate with consumers and families in regards to the issues and challenges families experience while navigating the developmental disability service system.	75	
Provide technical assistance to consumers, parents, stakeholders and the Department regarding the consumer/family's perspective with policies, regulations and statutes.	75	
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE	1,800	1.0

AGPA - TASK FORCE AND WORKGROUP COORDINATION – OFFICE OF LEGISLATION, REGULATIONS, AND PUBLIC AFFAIRS (1 position)	Annual Hours	PY
Draft and produce reports, summaries, updates and materials on DDS Task Force, Workgroups, and other assigned projects for communicating within the Department and Administration, and with the Legislature, legislative consultants, the media and the public. Collect and analyze data to support written reports and materials, and ensure that information is well documented and clearly presented. Monitor the progress of Task Forces, Workgroups and other projects to ensure that reports accurately capture current information, and make recommendations to management on areas that require special attention. Properly coordinate the content of reports and materials for input and approvals. Ensure meeting timelines and commitments, especially those set in statute.	500	
Attend internal and external meetings, and organize and facilitate meetings and stakeholder forums, as assigned, related to Task Force, Workgroups, and other projects. Actively participate in meetings by preparing and presenting data, materials and updates, as well as preparing agendas, talking points, presentations and materials for others, to further meeting objectives. Prepare meeting summaries, track action items, and ensure that appropriate and timely follow-up occurs.	500	
Respond to inquiries and requests from legislators, the media, the public, other state agencies, the federal government, and other states, as appropriate, regarding Task Force, Workgroups, and other projects, both verbally and in writing. Independently research and gather information for responses to inquiries. Assist with organizing and providing tours of State Operated Facilities and community programs when requested. Promote positive relations through professionalism, timeliness, and accuracy of communications with others on behalf of the Department. Refer inquiries to management, other offices, or agencies, as indicated.	400	
Perform other related analytical and administrative assignments, such as assisting with Public Affairs and Communication activities, and assisting the Parent Liaison Specialist. Review and analyze proposed legislation, identify potential impacts (including fiscal), and assist legislation through the Administration approval process as well as the legislative process.	400	
TOTAL PER PERSON HOURS = 1,800 OR 1 FTE	1,800	1.0